

Severn Sound Sustainability Plan

April 2009



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Foreword

In 2003, the Severn Sound Watershed was delisted from the International Joint Commission's list of Great Lakes Areas of Concern because it reached its goal of improving the water quality of Severn Sound.

This significant accomplishment¹ reflected the commitment and actions of federal and provincial agencies, the leadership and staff of nine watershed municipalities, and most notably, the Severn Sound community. Their work was coordinated by the Severn Sound Environmental Association (SSEA), a non-government organization that was established to steward this achievement.

Between 1998 and 2000, the North Simcoe Community Futures Development Corporation initiated a Community Visioning and Action Plan: *Picture This! Simcoe North 2000-2050. Our Plan for a Healthy Community*. Great achievements seed increased leadership, inspiration, initiative and energy.

By 2005, the SSEA Board of Directors and member municipalities, decided to build on the success of both the Remedial Action Plan (RAP) and *Picture This!*, and initiated a unique, collaborative process that would embark on ensuring the long-term sustainability of this valued asset – the Severn Sound watershed.

A sustainable watershed would mean more than environmental protection, it extends to economic vitality and community well-being, such that watershed inhabitants do not live

above their means - and - the watershed's valuable assets are protected, renewed and enhanced in perpetuity.

By December 2008, this comprehensive plan was created. The vision, goals and actions represent the aspirations of hundreds of watershed residents, businesses, stakeholder organizations and governments. It integrates RAP Goals, *Picture This!* indicators, and the goals of numerous watershed government and non-government agencies. This Plan will be integrated into existing policy documents and new initiatives. Every year the signatories have agreed to report progress on their long-term sustainability journey.

The fundamental principles of partnership, community engagement, leadership and stewardship will continue to underpin the Plan's implementation.

The SSEA, along with Lura Consulting, sincerely thank the many people who contributed their valuable time and ideas to the **Severn Sound Sustainability Plan**.

¹ Severn Sound Remedial Action Plan, <http://www.severnsound.ca/SSRAPStage3TextOnly.pdf>

Acknowledgements

This Sustainability Plan was made possible by the commitment of the following contributors and leaders.

Severn Sound Environmental Association (SSEA) Board of Directors

Terry Allison, Township of Oro-Medonte

Peggy Breckenridge, Township of Tiny

Axel Frandsen, Township of Tay

Tony Hope, Township of Springwater

Bob Jeffery, Town of Midland

Mike Mayotte, Town of Penetanguishene

Dave Parks, Township of Severn

Keith Sherman, SSEA Co-ordinator

Mayor Ron Stevens, City of Orillia

Greg Sutcliffe, Chair, SSEA Board (2009)

SSEA Sustainability Plan Steering Committee

Greg Sutcliffe, Chair, SSEA Board (2009)

David Parks, Past Chair, SSEA Board (2006-2008)

Mara Burton, Director of Planning, Tay Township

Winanne Grant, CAO, Springwater Township

Michele Locke, Communications Officer, SSEA

Debra Muenz, General Manager, North Simcoe Community Futures Development Corporation

Keith Sherman, SSEA Co-ordinator

Sally Leppard and Susan Hall – Project Co-Directors, Lura Consulting

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Supporters

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Danny Epstein, Environment Canada

Ted Briggs, Ontario Ministry of the Environment

Larry Clay, Ontario Ministry of Municipal Affairs and Housing, and Orillia Area Community Development Corporation

Sustainability Advisory Team

Thanks go to the 50+ members of the **Sustainability Advisory Team (SAT)**, whose hard work and dedication contributed ideas, values and local knowledge throughout the Plan's development. We are grateful to the efforts of members of the public who participated in our public meetings and surveys, and to the 402-member watershed-wide Citizen Panel, who provided insight on the perspectives of the watershed-at-large.

Consulting Team

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Dr. Harvey Shear, Professor at the University of Toronto

Jamie Powell and Joe Gemin, AECOM

Photographic Credits

SSEA, Township of Tay Contestants, staff of the North Simcoe Community Futures Development Corporation, and Mara and Norman Burton.

Severn Sound Sustainability Plan Executive Summary

Our Watershed

The Severn Sound watershed is over 1,000 square kilometers, and is located in south-eastern Georgian Bay. One hundred and ten thousand people live permanently in the watershed, increasing to over 200,000 people seasonally. The area is located in nine municipalities including the City of Orillia, the Towns of Midland and Penetanguishene, and the Townships of Georgian Bay, Tiny, Tay, Severn, Springwater and Oro-Medonte.

The watershed is under pressure from growth. This growth may lead to a significant impact on the quality of life, the ecological balance, and the economic prosperity of the area if not carefully managed. In addition to the municipalities, there are many government and non-government organizations and community members who have interest and responsibility to ensure the continued health of our watershed. By coordinating our efforts in this Sustainability Plan, we can ensure that the watershed is protected for today, and into the future.

Our Sustainability Plan

The SSEA and its partner municipalities obtained funding from the Federation of Canadian Municipalities in the Fall of 2007 to develop a community-based Sustainability Plan. A Steering Committee was formed, along with a community-based Sustainability Advisory Team to develop the plan. SSEA also attended at a number of community fairs and formed a Citizen Panel. With this input, and support of municipal councils, the Plan's draft was completed in December of 2008. Based on the

success of the Remedial Action Plan, and the Picture This! and Our Plan for a Healthy Community processes, the Plan includes a Vision, Goals, Strategic Directions and Actions that will, when implemented, ensure the sustainability of the watershed for generations to come.

Our Vision

By 2050, the Severn Sound Watershed will contain a network of communities that have achieved a sustainable quality of life for all citizens by developing a common culture of environmental, economic and social balance.

Our Goals

Goals and have been developed under three "Pillars" - Environmental Sustainability, Economic Prosperity and Community Well-Being.

Environmental Sustainability

Goals	Strategies
<p>EN1: Protect, restore and enhance natural heritage</p>	<ul style="list-style-type: none"> • Protect, restore and enhance open spaces, forested areas, and natural corridors. • Preserve, protect, and restore wetlands, and shoreline habitats. • Identify, protect and enhance special natural heritage features and functions. • Reduce the number of contaminated sites in the watershed.
<p>EN2: Protect and enhance biodiversity</p>	<ul style="list-style-type: none"> • Protect native species and habitat from invasive plants, animals and pests. • Protect rare (threatened) and endangered terrestrial and aquatic plant and animal species from development.
<p>EN3: Reduce consumption of natural resources</p>	<p>Solid and Hazardous Waste</p> <ul style="list-style-type: none"> • Eliminate household hazardous and special wastes from landfill. • Decrease the total annual tonnage of solid waste disposed in landfill over the 2006 baseline. • Limit the disposal of food and garden waste in landfills. • Support extended producer responsibility for waste generation. • Support the goal of a zero waste society. • Pursue additional alternatives to minimizing the volume of waste disposed. <p>Energy Consumption</p> <ul style="list-style-type: none"> • Develop alternative energy plans that consider using solar, wind, and geothermal sources. • Implement conservation initiatives. • Inventory data on energy consumption and monitor progress towards goals. <p>Water Quality</p> <ul style="list-style-type: none"> • Protect surface and ground water from contaminants through the watershed’s Source Water Protection Plan. • Minimize contaminants to surface and ground water from storm water collection and discharge systems. • Ensure sufficient sustainable sewage treatment plant capacity and treatment to accommodate the growing population. <p>Air Quality and Climate Change</p> <ul style="list-style-type: none"> • Develop a coordinated plan to reduce our impact on climate change and develop adaptation strategies. • Improve air quality within the watershed to ensure compliance with provincial air quality standards.
<p>EN4: Design efficient public facilities in harmony with natural systems</p>	<p>Transportation Facilities</p> <ul style="list-style-type: none"> • Reduce the impact that transportation has on the watershed’s contribution to greenhouse gas emissions (GHGs). • Implement the Simcoe County Transportation Master Plan. • Develop municipal plans that focus on mass transit, including car pooling, implementing connecting trails, and encourage micro-private sector initiatives such as community buses.

<p>EN4: Design efficient public facilities in harmony with natural systems</p>	<p>Water Quantity and Supply</p> <ul style="list-style-type: none"> • Ensure a reliable potable water supply for all residents and visitors. • Reduce water consumption through water conservation measures. • Develop a water and wastewater plan based on growth targets. <p>Urban and Rural Development</p> <ul style="list-style-type: none"> • Decrease urban sprawl and encourage more compact development patterns. • Continue to protect natural areas, parkland, agricultural lands and woodlands (both urban and rural) from encroaching development. • Promote and encourage “green building” design, development and construction through the achievement of Leadership in Energy and Environmental Design (LEED) standards set by the Canada Green Building Council or equivalent programs.
<p>EN5: Promote environmental education programs to encourage respect for natural areas and habitats</p>	<ul style="list-style-type: none"> • Promote the establishment of school programs that create awareness of local natural and cultural environments and sustainable living. • Increase cooperation among schools and environmental/socio-cultural groups for public education programs about environmental stewardship. • Support local non-government organizations to provide environmental education opportunities.

Community Well-being

Goals	Strategies
<p>C1: Promote wellness of mind, body and soul</p>	<p>Safety</p> <ul style="list-style-type: none"> • Reduce motorized vehicle collisions/crashes and fatalities. • Improve the safety of alternative transportation modes, particularly cycling. • Decrease crime within watershed communities. • Promote safe hunting. <p>Health & Health Services</p> <ul style="list-style-type: none"> • Improve overall health of residents. • Promote safe and healthy work environments. • Continue preparedness for Pandemic and Emergency Planning. <p>Recreation Services</p> <ul style="list-style-type: none"> • Provide a variety of structured and unstructured recreational services and facilities that are physically and financially accessible for all ages and abilities. <p>Healthy Community Design</p> <ul style="list-style-type: none"> • Develop policies to promote the design of communities that are livable, attractive and healthy. • Develop a community whose citizenry has a strong sense of personal and spiritual well-being.

C2: Provide safe, healthy, diverse and affordable housing	<ul style="list-style-type: none"> • Provide alternative housing types and sizes to meet the needs of all demographics, all income levels at all stages of life. • Reduce homelessness within watershed communities.
C3: Protect and enhance a network of active living activities for all ages and abilities	<ul style="list-style-type: none"> • Create a network of interconnected trails and walkways throughout the watershed. • Increase awareness of wilderness opportunities in the watershed. • Increase collaboration between municipal governments and other organizations to provide active living, leisure and educational services.
C4: Recognize and protect cultural identity and local arts and heritage	<ul style="list-style-type: none"> • Promote art, culture and heritage in the Watershed. • Conserve natural and built heritage facilities and landscapes. • Implement heritage conservation guidelines.
C5: Retain and build diverse social networks	<ul style="list-style-type: none"> • Continue to recognize and promote volunteerism within the community. • Continue to support volunteer initiatives, including monitoring, that are aligned with this Sustainability Plan. • Promote and enhance awareness and usage of community networking services and similar initiatives.

Economic Prosperity

Goals	Strategies
E1: Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents	<p>Economy</p> <ul style="list-style-type: none"> • Develop strategies or enhance support for business retention and expansions. • Investigate opportunities for the Watershed to implement a Clean Technology plan and strategy. • Provide support, tools and incentives for existing business to become “greener” through energy, resource and process efficiencies. • Promote ecologically appropriate entrepreneurship within watershed communities. • Develop a formal business attraction policy for the area. • Ensure adequate supply of serviced land available to meet our needs. <p>Employment</p> <ul style="list-style-type: none"> • Improve/increase availability and awareness of employment opportunities. • Improve wages/affordability of living to keep people in the community. • Improve the number of opportunities for green businesses. • Improve educational apprenticeship programs in the watershed.
E2: Improve the watershed’s communications and infrastructure	<ul style="list-style-type: none"> • Access funds to increase availability of high speed/wireless Internet. • Promote awareness of Internet capacity to support business development and expansion.

<p>E3: Strengthen tourism and recreation development in a low-impact manner</p>	<ul style="list-style-type: none"> • Expand, enhance and promote eco-tourism. • Expand, enhance and promote cultural tourism. • Expand, enhance and promote culinary tourism. • Work with industry professionals to re-evaluate the direction of tourism given the stressors indicated. • Work with tourism operators to identify opportunities to improve operational efficiency while minimizing environmental impact.
<p>E4: Revitalize downtowns and main streets for residents and visitors</p>	<ul style="list-style-type: none"> • Maintain vibrant downtowns as the commercial, cultural and social focal points of the communities in the watershed. • Support retention and development of local farmers’ markets (Orillia). • Promote initiatives that support local purchasing. • Support beautification efforts. • Promote pedestrian space and friendliness. • Promote downtown festivals and activities.
<p>E5: Enhance the economic viability of sustainable agriculture</p>	<ul style="list-style-type: none"> • Develop and implement an action plan to improve the economic viability of agriculture in the region. • Strengthen local connections between the production and consumption of goods and services. • Develop a farm land trust to purchase land from retiring farmers at market prices. • Support the development of educational programs for sustainable agriculture. • Create financing strategies and programs to support transition to sustainable agricultural practices like organic certification. • Promote purchasing of local foods by all municipal governments, hospitals, educational institutions, grocery outlets, restaurants and residents.

Next Steps

Now that the Plan is complete, it will move forward to implementation. The strategies and actions will be integrated into existing and new policies and programs of municipalities, government and non-government agencies. To co-ordinate the implementation of the Plan, an Interim Sustainability Plan Steering Committee (ISPSC) will be established for one year (beginning April 2009). In addition, partner organizations will be encouraged to participate in the Plan's implementation by "adopting" strategies and actions for implementation. The

ISPSC will consist of representatives from the 9 member municipalities, the SSEA Board Chair, the SSEA Co-ordinator, the Orillia Area Community Futures Development Corporation, the North Simcoe Community Futures Development Corporation, the County of Simcoe, and the Simcoe Muskoka District Health Unit.

Any ideas and input for actions to implement the Plan are welcomed. To register your feedback, please contact our office (sseacommunications@town.midland.on.ca , www.severnsound.ca , 705-527-5166).

About the Severn Sound Environmental Association

The SSEA is a partnership agreement founded in 1997 to support the completion of the Severn Sound Remedial Action Plan and to provide a local, community-based environmental office in the Severn Sound watershed. Agreement partners included:

- Environment Canada
- Ontario Ministry of the Environment
- Town of Midland
- Town of Penetanguishene
- Township of Tiny
- Township of Tay
- Township of Springwater
- Township of Oro-Medonte
- Township of Georgian Bay
- Township of Severn
- City of Orillia

SSEA works with many other partners to develop cost effective environmental projects in the Severn Sound area to the benefit of the entire community.

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Aussi disponible en français

April, 2009

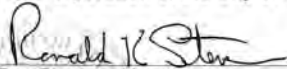
Endorsement of Municipal Partners


We, the undersigned, on behalf of our respective municipal councils, are pleased to endorse the Severn Sound Sustainability Plan dated April, 2009.

Our municipalities are proud sponsors of this Plan. We celebrate this initiative and look forward to continued progress towards the sustainability of our watershed.

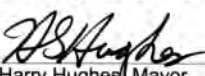
The implementation of this Plan will ensure that, as stewards of this watershed, we will leave a legacy of improvement for generations to come.


The Corporation of the City of Orillia


Ron Stevens, Mayor

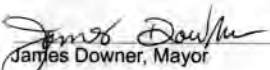

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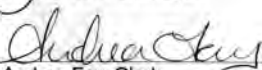
The Corporation of the Township of Oro-Medonte


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The Corporation of the Town of Midland


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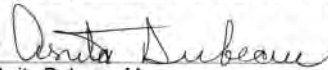

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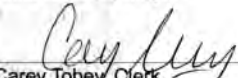
The Corporation of the Township of Severn


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The Corporation of the Town of Penetanguishene


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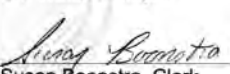
The Corporation of the Township of Springwater


Tony Guergis, Mayor

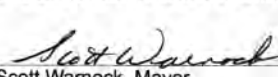

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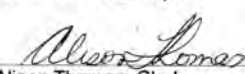
The Corporation of the Township of Georgian Bay


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The Corporation of the Township of Tay


Scott Warnock, Mayor


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The Corporation of the Township of Tiny


Peggy Breckenridge, Mayor

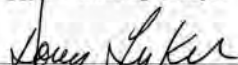

Douglas Luker, CAO/Clerk
Township of Tiny
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1 Introduction

Severn Sound’s long-range 40-year Sustainability Plan expresses the commitment of the Severn Sound Environmental Association (SSEA), along with nine member municipalities, partners and supporters, to ensure a sustainable future for the Severn Sound Watershed. It provides a framework for agencies to ensure that environmental, social, cultural and economic issues are managed, and that action plans are in place, that can be monitored for effectiveness over time.

Through the Plan’s implementation, our people can learn to live within our means, and reduce the impact of our combined “footprints” on this watershed - our home.

SSEA aspires to maintaining the goals already achieved through watershed planning initiatives, such as the Remedial Action Plan (RAP) and *Picture This! – Simcoe North 2000-2050*. Improving environmental conditions, community well-being, celebrating our heritage, and enhancing economic prosperity are all foundation stones, upon which the actions of this Plan are built.

1.1 Plan Area

The Severn Sound watershed is located in southeastern Georgian Bay, in the northerly part of Simcoe County, and part of the District of Muskoka. It lies north of the Greater Toronto Area, in the province of Ontario, Canada (see Fig. 1). The land within the watershed lies within the jurisdiction of nine municipalities (see text box). The communities that make up the watershed are largely rural, with three urban centres - Midland, Penetanguishene and

part of the City of Orillia. Only Midland, Tay and Penetanguishene lie wholly within the watershed.

About the Watershed

Land Area: 1,000 km²

Permanent population: about 110,000

Seasonal population: about 200,000

Major land uses: farming operations, crop land, natural areas, recreation, aggregate extraction, forestry and urban uses

Major industries: manufacturing, service, tourism

Jurisdictional Authorities:

- Simcoe County & District of Muskoka
- City of Orillia
- Towns of Midland and Penetanguishene
- Townships: Georgian Bay, Oro-Medonte, Severn, Springwater, Tay and Tiny
- Severn Sound Source Protection Authority (Source Water protection)

1.2 The Need for a Plan

Like many places near and outside the Greater Toronto Area, the Severn Sound Watershed is experiencing increasing pressure for urban and recreational development. This development is stressing the watershed’s natural environment and land base, as well as community services and municipal infrastructure. With a current watershed population of 110,000 people, the Province of Ontario’s Places to Grow legislation directs that, by 2031, the watershed will house an additional 42,000 people and provide jobs for 66,100, creating further stresses on the watershed.



Figure 1: Severn Sound Watershed Boundary

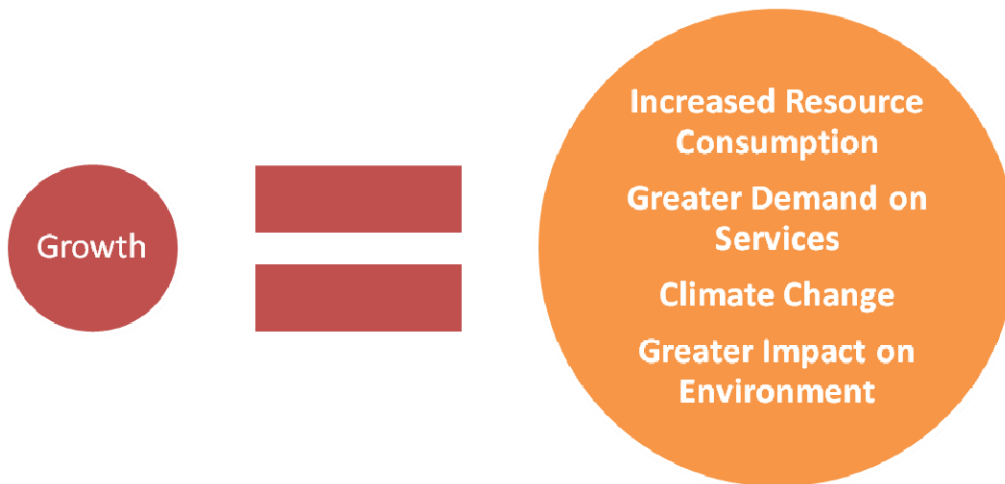


Figure 2: Why We Need a Plan

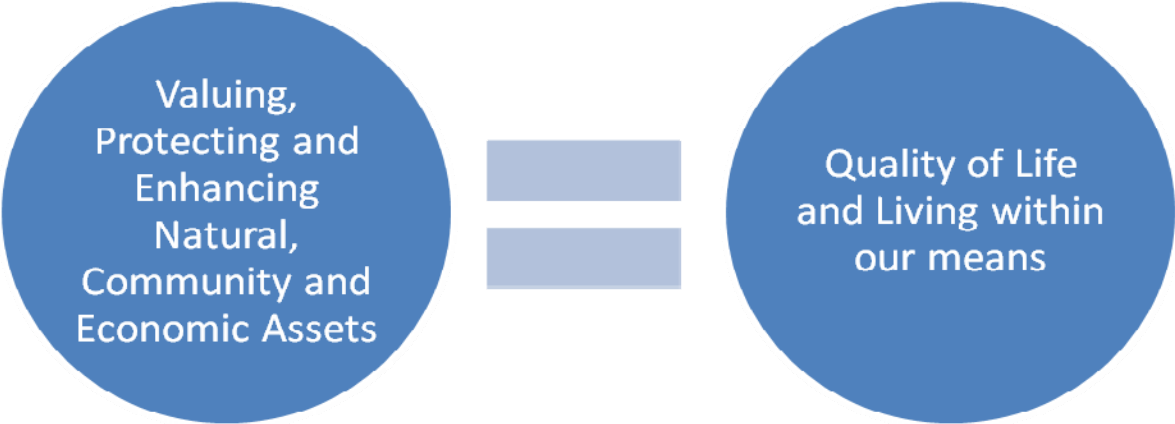


Figure 3: The Meaning of Sustainability

The prospect of this growth and the impacts it will have on the watershed are of increasing concern to local decision makers. If the watershed is to develop sustainably, a comprehensive and coordinated approach to managing the impact of future growth on the watershed’s economy, community and environment is needed.

By building on the RAP’s success, continued coordinated efforts will ensure that the Severn Sound Watershed remains a place where our communities, natural environment and livelihoods can exist harmoniously and sustainably.

The Plan’s goal is to protect and improve community well-being, environmental integrity and economic prosperity through the activities of the SSEA, its member municipalities and partners. The Sustainability Plan provides an overarching “umbrella” strategy to guide municipalities and partner agencies in working towards a sustainable watershed. Lead

municipalities and organizations will use the Plan elements in existing and future plans - such as Official Plans, Strategic Plans, Master Plans - and community programs. This plan seeks to bring together prior and ongoing efforts, identify gaps in the watershed’s approach to sustainability, and identify opportunities for partnerships that will result in greater benefits. It is recognized that agencies working together will have a greater beneficial impact, than working in isolation.



1.3 Sustainability Principles

This Sustainability Plan was developed based on the *Melbourne Principles for Sustainable Cities* (Appendix B). These principles were developed to assist communities that wish to achieve sustainable development as defined in “Our Common Future,” the Report of the Brundtland Commission on Sustainable Development, released in 1988. The Commission defined sustainable development as:

“development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.”

A sustainable watershed will be one in which we do not live beyond our means. One where we value our community, ecological and economic environments as valued assets. It will nurture an understanding of the limits and value of our natural resources and the impact that our activities have on consuming those resources.

The goal of realizing a sustainable watershed is best achieved through sound planning, collaboration, and community engagement and action. We need to ensure that our resources are renewed not depleted or contaminated, that our communities and citizens are healthy, and that our economy is prosperous but not at the expense of our environment or personal well-being.

1.4 Developing the Plan Together

A collaborative process for developing the Sustainability Plan began in December 2007. It was organized by a dedicated Steering Committee that oversaw the Plan’s progress.

Supporting the Steering Committee was a 50+ member stakeholder group, and a 400+ member Citizen Panel. Meetings with Councils, CAOs, local organizations and public workshops supplemented the ideas and input that was received. Through this collaborative process, the watershed community shaped this Plan with their ideas, local knowledge and values.

Sustainability Advisory Team

Over 50 community organizations, councilors, senior government officials, residents and youth met six times to develop the Plan.

Over 11,000 people had the opportunity to participate, through summer festivals and events throughout the watershed. Over a hundred residents actively shared their vision, values and priorities with the project team.



More information about the community engagement process can be found in the *Severn Sound Sustainability Plan: Consultation and Engagement Background Report*, which is published under separate cover.

1.5 Sustainability Framework

The process to develop the Sustainability Plan followed the six steps outlined in Figure 4. The first step was to develop the process

framework. Three pillars of sustainability were identified – environmental integrity and protection, community well-being, and economic prosperity – which are adapted from the original pillars developed in “Our Common

Future.” There is an understanding of the need to integrate and balance economic, social and environmental considerations in everything that we do.

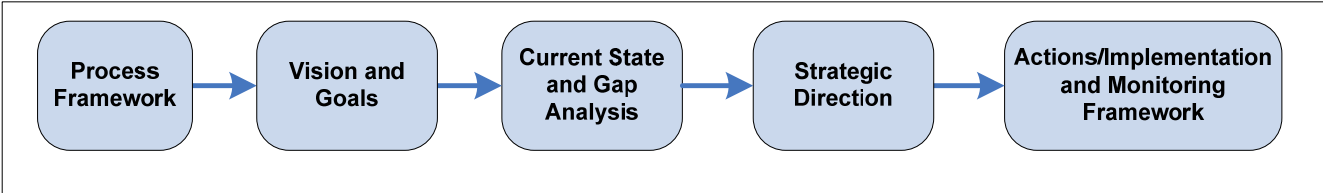
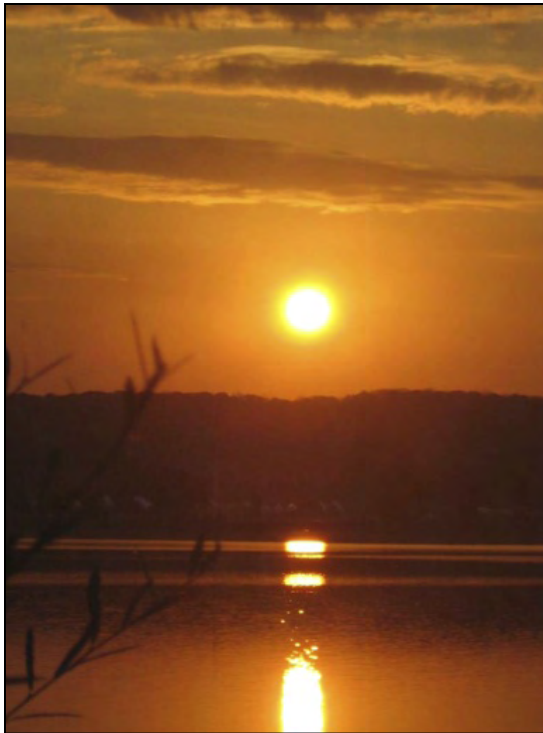


Figure 4: Sustainability Framework

2 Our Vision

This Vision for the Severn Sound Watershed represents a shared vision for a sustainable future based on input from community members, municipal staff and other stakeholders. The Vision was adopted by the community as its first step in developing this Sustainability Plan.

Vision adopted from North Simcoe Environmental Action Team 2005



By 2050, the Severn Sound Watershed will contain a network of communities that have achieved a sustainable quality of life for all citizens by developing a common culture of environmental, economic and social balance.

3 Goals, Current State & Strategic Directions

The Severn Sound Watershed community identified a number of goals for the watershed to help direct efforts to achieving the Vision for 2050. The goals, which are listed in Table 1, span a range of environmental, community, cultural and economic priorities identified by the watershed's residents and stakeholders.

This chapter provides a section for each identified goal that includes:

- the reason for each goal
- current watershed conditions
- highlights of current policies and gaps
- the strategic directions that will guide the watershed communities towards reaching the goal, and
- examples of progress indicators that will be used for measuring the continued sustainability of our watershed.

Appendix C lists specific Actions that have been identified for implementation under each strategic direction.

Descriptions of current watershed conditions and the municipal policy contexts are provided in the *Severn Sound Sustainability Plan: Current State Background Report*, December 2008.



Table 1: Severn Sound Watershed Sustainability Plan Goals

SEVERN SOUND WATERSHED SUSTAINABILITY PLAN GOALS		
Sustainability Pillar #1: Environmental Integrity & Protection	Sustainability Pillar #2: Community Well-Being	Sustainability Pillar #3: Economic Prosperity
EN1 Protect, restore and enhance natural heritage	C1 Promote wellness of mind, body, and soul	E1 Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents
EN2 Protect and enhance biodiversity	C2 Provide safe, healthy, diverse and affordable housing	E2 Improve the watershed’s communications infrastructure
EN3 Reduce consumption of natural resources	C3 Protect and enhance a network of active living activities for all ages and abilities	E3 Strengthen tourism and recreation development in a low-impact manner
EN4 Design efficient public facilities in harmony with natural systems	C4 Recognize and protect cultural identity and local arts and heritage	E4 Revitalize downtowns and main streets for residents and visitors
EN5 Promote environmental education programs to encourage respect for natural areas and habitats	C5 Retain and build diverse social networks	E5 Enhance the economic viability of sustainable agriculture

Environmental Integrity and Protection

Goals EN1 – EN5



Goal EN1: Protect, restore and enhance natural heritage

Natural heritage is an important part of the watershed's economic base, the lifestyle of its residents and its environmental integrity. Access to and appreciation of nature has significant community health benefits.

Our Watershed...

- Is the gateway to the Trent-Severn Waterway, receiving the discharge of the Severn River as it flows into Georgian Bay through the Sound.
- Forms the gateway to Georgian Bay's 30,000 Islands and beyond.
- Lies on the divide between the Precambrian Shield and the Paleozoic geological regions, ranging from exposed bedrock to areas with over 200 meters of overburden.
- Contains 6 main rivers and creeks that drain into Severn Sound (Copeland Creek, Wye River, Hog Creek, Sturgeon River, Coldwater River, North River). Dozens of tributaries branch out from these rivers.
- Has four major wetlands – Copeland Forest, Matchedash Bay, Wye Marsh and Tiny Marsh – and many other provincially and locally significant wetlands. Matchedash Wetland is internationally recognized as a Ramsar Site (The Convention on Wetlands, signed in Ramsar, Iran, in 1971, is an intergovernmental treaty which provides the framework for national action and

international cooperation for the conservation and wise use of wetlands and their resources²), Wye Marsh, Tiny Marsh and Matchedash Bay wetlands are recognized internationally as Important Bird Areas.



- Has three large inland lakes: Bass Lake, Orr Lake and Little Lake.
- Includes hundreds of kilometers of extensive shoreline areas, inlets and bays along the Severn Sound coastline supporting one of the most diverse ecological systems on the Great Lakes.
- Natural heritage areas are protected to some degree by Simcoe County Greenlands System. Municipal natural area protection policies offer additional protection to the watershed's natural heritage areas. These areas require continued protection, enhancement and

² <http://www.ramsar.org/>

stewardship if they are to be passed on to future generations.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed organizations will continue to protect, restore and enhance its natural heritage by following these Strategic Directions:

- Protect, restore and enhance open spaces, forested areas, and natural corridors.
- Preserve, protect, and restore wetlands, and shoreline habitats.

- Identify, protect and enhance special natural heritage features and functions.
- Reduce the number of contaminated sites in the watershed.

Stressors on Natural Heritage: Development pressures and increased demand for recreational and residential use.

Indicator: Number and geographic extent of areas under protection.

Goal EN2: Protect and enhance biodiversity

The watershed is home to a variety of nesting birds, mammals, reptiles, amphibians and vascular plants, many of which are considered rare, threatened or endangered.

Our Watershed...

- Has a large species diversity. Severn Sound is home to the largest variety of reptiles and amphibians in the province.
- Includes over 100 rare species, on record in the Natural Heritage Information Centre (NHIC) database

Controlling invasive species is an issue in some of the watershed areas. For example, in Midland, the Parks Division monitors natural regeneration areas for non-native tree species and applies control measures as necessary.



Stressors: Increased accessibility, development and invasive species

Indicator: Number, abundance and distribution of rare species, measures of diversity and habitat.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will continue to protect and enhance its biodiversity by following these Strategic Directions:

- Includes several Earth Science Areas of Natural and Scientific Interest (ANSIs), Life Science ANSIs, Life Science Sites, and wetlands.
- Needs continued and enhanced protection of upland, watershed and nearshore habitats that will lead to the protection of rare or endangered species and environmentally sensitive and valuable areas.
- Is threatened by invasive species that have the potential to erode the biodiversity of our area.

- Protect native species and habitat from invasive plants, animals and pests.
- Protect rare (threatened) and endangered terrestrial and aquatic plant and animal species from development.

With increasing pressure for development of shoreline areas and conversion of more housing to permanent use, the challenge will be to reduce the impact on biodiversity and prevent habitat loss.



Goal EN3: Reduce consumption of natural resources

There are four sub goals within this section.

EN3.1 Solid and Hazardous Waste

Household hazardous and special waste has the potential to affect human and environmental health if not properly managed. Solid waste disposal requires land resources and has potential environmental impacts that range from water contamination to air pollution.

Our Watershed's...

- Waste management services, including curbside recycling, household hazardous waste and curbside organics collection programs, are provided by the City, Simcoe County and District governments. Area municipalities are not responsible for waste management.
- 6 active landfill sites and 4 transfer stations [in addition to numerous closed landfill sites] are managed by Simcoe County. Construction of a new landfill at Site 41 in Tiny Township began in 2008.

Existing Waste Management Plans

- *District of Muskoka* - Long Term Waste Management Plan
- *County of Simcoe* - Long Term Waste Management Plan
- *Orillia* - Waste Minimization Plan

- The County of Simcoe operates three Household Hazardous and Special Waste (HHSW) depots. Residents of the watershed are permitted to use the City of Barrie's HHSW depot (outside of the watershed). Oro-Medonte and Severn residents may also take HHSW items to the City of Orillia depot.

What's our ecological footprint on waste generation?

In 2006, residents of the watershed generated approximately 55,250* tonnes of waste for disposal in landfills.

By 2031, residents of the watershed will be generating 77,000 tonnes each year.

* Based on an annual per capita generation rate of 500kgs.

- Waste management policies in municipal official plans direct the location of related land uses. Waste Management Plans and policies describe collection and disposal methods.
- Electronic waste is accepted at the Orillia HHSW Depot but service is only for city residents. Simcoe County Special HHSW days take discarded electronics.
- Simcoe County encourages organic lawn care practices, backyard composting and grasscycling.

- Virtual *Freecycle* Organizations operate in Midland and Orillia. Through these electronic organizations, people trade household goods and furniture free of charge.
- Organic waste is collected curbside in Simcoe County and Muskoka District, diverting an estimated 11,000 tonnes of material each year from local landfill sites.
- Waste diversion targets are 60% for all watershed municipalities.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed organizations and residents are encouraged to manage solid waste by following these Strategic Directions:

- Eliminate household hazardous and special wastes from landfill.
- Decrease the total annual tonnage of solid waste disposed in landfill over the 2006 baseline.
- Limit the disposal of food and garden waste in landfills.
- Support extended producer responsibility for waste generation.
- Support the goal of a zero waste society.
- Pursue additional alternatives to minimizing the volume of waste disposed.

Stressors: Increasing population will generate excess wastes.

Indicator: Increase in waste diversion rate to 60% of total waste generated.

EN3.2 Energy Consumption

Energy consumption is directly linked to impacts on our changing climate and quality of our air.

Our Watershed's...

- Municipalities do not keep data on energy consumption levels.
- Municipal Plans do not yet typically address energy conservation.
- Municipal actions to reduce energy consumption are limited. Midland and Penetanguishene have given the issue the greatest attention through an ongoing program to replace inefficient incandescent and mercury vapour street lighting with high pressure sodium/LED lighting. The Town of Penetanguishene has embarked on a pilot project to replace mercury vapour street lamps with Light-Emitting Diode (LED) street lamps which significantly reduce energy costs while maintaining lighting. The Town of Midland has also initiated a program to replace incandescent traffic signals with Light-Emitting Diode signals for reduced energy conservation and maintenance.
- Power utilities have their own energy conservation programs in place.
- Less than 25% of the watershed's workforce commutes to work by car pool, bicycle or walking. The majority of the workforce travels outside of their municipalities to get to work.

Local Energy Conservation Initiatives

- A Penetanguishene marina, Hindson Marine, a family-run marina in the Midland/ Penetanguishene area, announced in 2004 that it would be the first in Canada to sell BioDiesel fuel for boaters.
- Huronia District Hospital, which is part of North Simcoe Hospital Alliance (NSHA), completed an energy retrofit program implemented by Honeywell.
- Community-based energy conservation initiatives are underway at Wye Marsh Wildlife Centre in partnership with the Simcoe Huronia Association for Renewable Energy.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will reduce energy consumption by following these Strategic Directions:

- Develop alternative energy plans that consider using solar, wind, and geothermal sources.
- Implement conservation initiatives.
- Inventory data on energy consumption and monitor progress towards goals.

Stressors: Over consumption of energy contributes to climate change

Indicator: Number of municipalities with community energy plans.

EN3.3 Water Quality

Rivers, lakes and underground water supplies are a key part of the natural systems that are under stress from human activities in the Severn Sound Watershed. The watershed depends on quality water to sustain its human and wildlife populations in the future.



Our Watershed's...

- Residential development depends largely on municipal water supplies which come from either ground water or surface water. Rural residents and many private communal systems rely on private water wells or intakes.
- Groundwater supply is obtained from 87 municipal water wells at 39 systems and some 9,500 private (domestic) wells located across 9 municipalities.
- Municipal Groundwater and surface water supplies, municipal systems meet the health related Ontario Drinking Water Standards.
- Current groundwater use is considered sustainable, on the basis that calculated groundwater use is substantially less than the available recharge with some exceptions where watersheds may

exceed this balance if future demand increases.

- Municipal Official Plans generally include policies that address the protection of surface and groundwater supplies and the quality of those supplies for wildlife and human use.
- The management of water resources is a federal, provincial, municipal and private responsibility. The Province has delegated SSEA as one of three Source Protection Authorities forming the South Georgian Bay-Lake Simcoe Watershed Region. The Source Protection Authority is responsible for the production of a Source Water Protection Plan for the Severn Sound watershed. The Authority will ensure that these plans are integrated into the management of municipal drinking water supplies and water resources management in the area.

Stressors: Land use activities such as storm water and sewage treatment plant discharge, septic tanks, agriculture (intensive), recreational boating and other human activities are creating stress on our water quality.

Indicators: Reduction in “open loops” (such as the disposal of septage on land); maintain total phosphorus loading limits

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will continue to protect water quality by following these Strategic Directions:

- Protect surface and ground water from contaminants through the watershed’s Source Water Protection Plan.
- Minimize contaminants to surface and ground water from storm water collection and discharge systems.
- Ensure sufficient sustainable sewage treatment plant capacity and treatment to accommodate the growing population.



EN3.4 Air Quality and Climate Change

Human activities are the source of most air pollution. Increasing development and automobile use will contribute to air pollution and climate change.

Our Watershed’s...

- Anti-vehicle idling initiatives include educational efforts by the Simcoe Muskoka District Health Unit, Orillia’s anti-idling by-law, and Midland’s anti-idling policy for Town vehicles.
- Community air quality initiatives include work by the Georgian Bay Association with the Ontario Medical Association’s Air Strategy Group and a lichen study, and

work by Climate Action Muskoka, whose purpose is to take actions that will contribute to the fight against Global Warming.

- Municipalities do not yet have a coordinated effort to address air quality and climate change issues in the watershed. At the local level, only a handful of initiatives and policies address air quality and climate change.
- Individual municipal Official Plans and other policy documents are generally silent on the issue of air quality [see text box for exceptions]. Those that do mention protecting air quality as a function of maintaining and enhancing riparian and forest areas, or as a goal of development and land use patterns, but air quality as a stand-alone issue is not generally addressed.

Municipal Policies to Protect Air Quality

- *Springwater* – has an Official Plan policy to conserve the quality and integrity of the Township’s air
- *Oro-Medonte* – encourages improvements to air quality wherever possible. *Charting Our Future (Orillia, Severn and Oro-Medonte)* – calls for the reduction of smog-producing emissions from idling cars.
- *Midland* – is taking steps towards developing an anti-idling strategy and a possible by-law to reduce pollution caused by idling vehicles

- Communities do not have any air quality plans or strategies in place currently, since air quality is considered to be within

the jurisdiction of the Province and federal government.

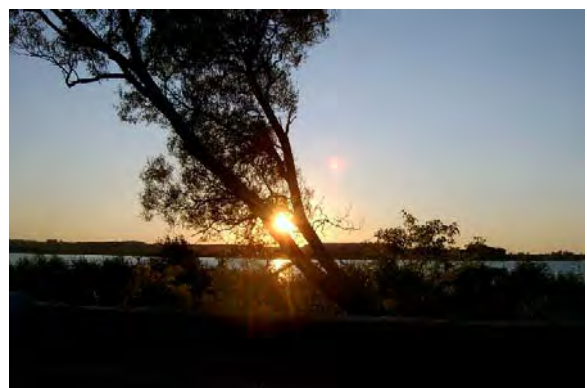
The Town of Midland has instituted an Ad Hoc Committee of Council in order to promote alternative means of transportation (i.e. cycling, walking, etc.) instead of vehicular transport. This would assist in decreasing the amount of carbon dioxide emitted and also increase the overall health and physical fitness of the residents.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will protect air quality and reduce our impact on climate change, by following these Strategic Directions:

- Develop a coordinated plan to reduce our impact on climate change and develop adaptation strategies.
- Improve air quality within the watershed to ensure compliance with provincial air quality standards.



Goal EN4: Design efficient public facilities in harmony with natural systems

There are three sub-goals within this goal.

EN4.1 Transportation Facilities

Watershed residents rely on efficient transportation systems. Efficient public transit is not readily available within the rural areas of the watershed.

Our Watershed's...

- Roads, bridges and structures are the responsibility of the Province and local governments.
- Transportation facilities are addressed in the Simcoe County Transportation Master Plan, which aligns with the Provincial Growth Plan's transportation policies. The Plan has a number of key recommendations which are intended to:
 - reduce automobile use
 - improve public ridership
 - improve the safety of alternative transportation modes
 - encourage the creation of a network of interconnected trails and walkways throughout Simcoe County
 - encourage shared transit services among municipalities
 - integrate existing trail systems
- Workforce includes large numbers of commuters. In Simcoe County, almost half of the workforce commutes outside of Simcoe County. Orillia, Midland and Penetanguishene have lower commuter totals, suggesting that they are destinations for employment.
- Residents tend to drive to work or are driven as a passenger to work.

Promoting Active Transportation in Simcoe County

The Simcoe County Active Transportation Committee (supported by Good for Life) works to improve active transportation and for development of new infrastructure that allows people to use human-powered forms of travel more often. This includes not just walking and cycling, but wheelchairs, in-line skating, skate boarding, cross-country skiing, canoeing and kayaking. The Committee developed a work plan for 2007-2008 that includes 8 goals and associated actions for improving active transportation opportunities in the County.

- Residents walk and bike to work most often in Georgian Bay, Midland and Orillia.
- Formal public transit is available only in Orillia and Midland.

- Public transit use for commuting to work is highest in Orillia.
- Community Link North Simcoe coordinates a volunteer based transportation service for North Simcoe residents who do not have access to their own mode of transportation.

Stressors: Public transit systems are not in place to handle the existing or growing population

Indicator: % of employment that ride-shares or uses alternatives to single auto-use to commute to work.

Strategic Directions



Reaching Our Goal

The Severn Sound watershed will enhance transportation facilities by following these Strategic Directions:

- Reduce the impact that transportation has on the watershed's contribution to greenhouse gas emissions (GHGs).
- Implement the Simcoe County Transportation Master Plan.
- Develop municipal plans that focus on mass transit, including car pooling, implementing connecting trails, and encourage micro-private sector initiatives such as community buses.

EN4.2 Water Quantity & Supply

The watershed has an abundant quantity of water. With the increasing population, and the impacts of climate change, Canada's record of being one of the highest consumers of water in the world will need to change.



Our Watershed's...

- Municipal water comes from a combination of surface water and groundwater supplies.
- Water and wastewater services are managed by individual municipalities despite the fact that all systems rely on shared regional water resources.
- Water infrastructure includes 9 municipal wastewater and 39 water systems in Severn Sound, in addition to a number of inter-municipal servicing agreements.

- Facilities include groundwater production wells, above and in-ground storage facilities, groundwater supply systems, surface water treatment plants.
- Wastewater effluent is discharged to:
 - Severn Sound at Port Severn, Victoria Harbour, Port McNicoll (Tay), Midland, Penetanguishene, Penetanguishene Mental Health Centre
 - Coldwater River at Coldwater(Severn Twp)
 - Wye River at Elmvale (Springwater Twp)
- Current water and waste water treatment facilities are sufficient in most areas to handle the existing populations, but insufficient to handle future growth.

A watershed wide water and wastewater services plan to accommodate future growth is not available.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will ensure a continued surplus of potable water and excess capacity for wastewater treatment, by following these Strategic Directions:

- Ensure a reliable potable municipal water supply for all residents and visitors within the watershed.
- Reduce water consumption through water conservation measures.
- Develop a water and wastewater plan based on growth targets.

Stressors: Climate change and increased population will create significant pressure on our water quantity and supply.

Indicator: water usage per capita per annum for municipal systems

EN4.3 Urban & Rural Development

The watershed is experiencing increased development pressure in both rural and urban areas.

Our Watershed's...

- Communities are largely rural, with many hamlets and villages. The watershed also has three urban centres - Midland, Penetanguishene and Orillia.
- Municipalities are required by the Province to bring their Official Plans into compliance with the “Places to Grow” legislation that focuses growth within settlement areas.



- The Growth Plan for Simcoe County determines the amount, location and form of community development. It also

provides policy direction for recreation-based housing and for the development of complete communities, including the density and intensification targets that will guide future development. The Growth Plan for Simcoe County has informed the revised Official Plan, which has in turn, provided direction for area municipalities.

- New lot, block and unit development generally takes place within settlement areas. In recent years, an average of 10% of new developments is approved outside of settlement areas.
- Most municipalities current Official Plan policies direct growth to settlement areas or existing built-up areas, allow infilling, and support smart growth in the watershed.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will design public facilities efficiently and in balance with natural systems by following these Strategic Directions:

- Decrease urban sprawl and encourage more compact development patterns.
- Continue to protect natural areas, parkland, agricultural lands and woodlands (both urban and rural) from encroaching development.

Stressor: Increased population and demand for development in natural areas.

Indicator: % of land outside settlement areas that is protected from urban development

- Promote and encourage “green building” design, development and construction through the achievement of Leadership in Energy and Environmental Design (LEED) standards set by the Canada Green Building Council or equivalent programs.

Goal EN5: Promote environmental education programs to encourage respect for natural areas and habitats

With increased population and demand for access to nature, the Severn Sound watershed's priority is to protect its natural capital. Natural area protection can be assured through an educated population.

Our Watershed's...

- Environmental education appears to be most readily available through either the Simcoe County Museum, which offers a wide range of Education and Interpretive programs, or the Wye Marsh Wildlife Centre, which offers environment-based education and recreation programs.
- More research is needed to provide a complete picture of environmental education opportunities in the watershed.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will promote environmental education by following these Strategic Directions:

- Promote the establishment of school programs that create awareness of local natural and cultural environments and sustainable living.

- Increase cooperation among schools and environmental/socio-cultural groups for public education programs about environmental stewardship.
- Support local non-government organizations to provide environmental education opportunities.

Stressor: Increasing public use of natural areas can result in damage to valuable natural habitats.

Indicator: Number of people reached annually through environmental education programs in the watershed



Community Well-being Goals C1 – C5



Goal C1: Promote wellness of mind, body, and soul



There are four sub-goals within this goal.

C1.1 Safety

The perception of public safety is a foundation stone of community well-being. Low crime rates contribute to the economic vibrancy of communities, and enable residents to take advantage of community amenities without fear. Emergency services and road safety are also key attributes in healthy communities.

Our Watershed's...

- Police services are provided either by municipal police, as in Orillia or Midland, or by the Ontario Provincial Police.
- Land ambulance and emergency planning services are the responsibility of Simcoe County and District.

- Crime rates (for violent and property crimes) were generally lower in rural municipalities in 2006.
- Youth crime rates were lowest in Midland in 2006.
- Vehicle collisions occur most often in Orillia, followed by Midland, Tay and Tiny.
- Road safety initiatives include Simcoe County's new program - *Safe Roads...Your Call*, which encourages citizens to report suspected impaired drivers by calling 911 (launched in April 2008).
- Safe hunting education and training programs are available through government and non-government organizations.

Stressor: Increased automobile use and congestion.

Indicator: Number of vehicle collisions per annum.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed organizations will continue to enhance safety by following these Strategic Directions:

- Reduce motorized vehicle collisions/crashes and fatalities.

- Improve the safety of alternative transportation modes, particularly cycling
- Decrease crime within watershed communities.
- Promote safe hunting.

C1.2 Health & Health Services

The provision of public health services remains a high priority for watershed residents. The shortage of general practitioners and the availability of community health care services are areas of concern.

Our Watershed's...

- Health promotion and disease prevention programs are under the jurisdiction of the Simcoe-Muskoka District Health Unit. The Health Unit has a Strategic Plan with a Vision for 2026 that includes “[sustaining] a healthy environment through public policy and actions to ensure clean air, land and water.” SMDHU’s current focus is on reducing obesity rates.
- Simcoe Muskoka Health Sector Emergency Planning Committee (SMHSEPC) prepares planned and coordinated responses to health related emergencies. It advises and assists in the development of health sector plans and also facilitates coordination between health care organizations and other agencies.
- Workplace Health & Safety is addressed mainly at the Simcoe County and District levels through the Simcoe Muskoka District Health Unit, which has created a six step model to help workplaces

implement a balanced workplace health program.

- Simcoe County Workplace Wellness Network links and provides resources to Simcoe and Muskoka workplaces that share a common vision for the improvement of employee health.
- Hospital facilities include Soldiers’ Memorial Hospital, Orillia, Penetanguishene General Hospital & Huronia District Hospital, Midland.
- Communities are experiencing a shortage of doctors and skilled workers in almost every aspect of the healthcare industry. Another key concern is the shortage of personal care workers for seniors and nursing homes due to the increased pressure of the aging population. Continued population growth is creating intense pressure on health care providers and services.

Stressor: Current lifestyles can be deterrents to active living.

Indicator: Reduction in obesity rates in youth.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will promote health and health services by following these Strategic Directions:

- Improve overall health of residents.
- Promote safe and healthy work environments.
- Continue preparedness for Pandemic and Emergency Planning.

C1.3 Recreation Services

The provision of accessible recreation services by area municipalities is a priority for watershed residents. Both formal and informal recreation activities can reduce the number of employment days lost, and improve the overall health and well-being of residents.



Our Watershed's...

- Area municipalities are responsible for recreation and library services.
- Municipalities and non-government organizations manage a variety of recreational programs for all ages. Many libraries offer leisure and educational programming as well.
- Other jurisdictions support and encourage the volunteer sector to provide programs and activities for community residents.
- Midland reports the most participant hours for recreation programming.
- Indoor recreational facility space per 1,000 persons is greatest in Midland. Oro-Medonte has the greatest number of square meters of outdoor recreation facility space per 1,000 persons.

- Communities offer a variety of parks and recreational facilities.
- Boundaries extend into part of Awenda Provincial Park in Tiny Township, Bass Lake Provincial Park and Georgian Bay Islands National Park.
- Four municipalities in the watershed have Parks & Recreation Master Plans* in place:
 - Georgian Bay
 - Springwater
 - Midland
 - Oro-Medonte
 - Tay has a Culture and Recreation Master Plan that includes programming
- Land area includes land classified in the Simcoe County Forest (SCF), which has become the largest municipally-owned forest in Ontario with nearly 30,000 acres under active management as of 2006. The Simcoe County Forest is not considered parkland, but recreational pursuits are allowed as a privilege. In order to ensure the continued enjoyment of the forest by all responsible users, reduce conflict and minimize environmental impacts, a Recreational Use Policy was developed to direct allowable activities within Simcoe County Forests.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed organizations will promote and expand recreation services by following these Strategic Directions:

- Provide a variety of structured and unstructured recreational services and facilities that are physically and financially accessible for all ages and abilities.



Stressor: Increases in population on availability and type of recreational services

Indicator: Square meters of municipally owned/managed indoor and outdoor recreation facilities

- Communities have not been assessed for “livability” or “walkability.”
- Municipalities generally have not adopted urban design guidelines to enhance the livability and physical appeal of the community (exception: City of Orillia Official Plan, Severn Township policies, and Township of Tay for downtowns).
- Community-based initiatives include the Active and Safe Routes to School program, being introduced by SSEA. The program promotes the use of active and efficient transportation for the daily trip to school. The Simcoe Muskoka District Health Unit has a priority focus on this topic. As well, the Simcoe County Nutrition Task Group supported and nurtured a new community garden in Oro-Medonte. Another garden is being funded by Trillium Foundation in Penetanguishene.

C1.4 Healthy Community Design

Designing communities to encourage pedestrian access and healthy lifestyle activities, and improving the appearance and vitality of urban areas, improves community health and the perception of community well-being.

Our Watershed's...

- Official Plans generally include policies that support “livable” and walkable communities. Other policy documents also incorporate healthy community design policies in some.





Strategic Directions

Reaching Our Goal

The Severn Sound watershed will promote healthy community design by following these Strategic Directions:

- Develop policies to promote the design of communities that are livable, attractive and healthy.
- Develop a community whose citizenry has a strong sense of personal and spiritual well-being.

Stressor: Increased automobile dependence

Indicator: Number of municipalities with urban design guidelines and policies

Official Plan Policies that support healthy community design:

- Encourage strong pedestrian orientation in developments (County, Tiny)
- Call for street trees and furniture (Orillia)
- Recognize the value and importance of having well designed environments (Springwater)
- Recognize the importance of integrating a mix of uses (Springwater)
- Provide a range of services within communities (Tay)
- Encourage compact development (Severn)
- Commit to providing parks and community gardens (Severn)
- Other Policy Documents That Support Healthy Community Design
- *Charting Our Future*, which applies to Orillia, Severn and Oro-Medonte, includes strategies that support healthy community design.
- Various policies in the Simcoe County Growth Plan promote healthy community design.



Goal C2: Provide safe, healthy, diverse and affordable housing

Availability of affordable and diverse housing types is a priority with watershed residents.

Our Watershed's...

- Social housing and homes for the aged are the responsibility of Simcoe County and District governments. Simcoe County's Social Services Department plays a key role in addressing homelessness.
- Four long term care homes, one of which is in Penetanguishene, are operated by Simcoe County.
- Housing stock is largely owned (over 80% of Simcoe County's housing was owned in 2006). Most rental housing is found in urban areas.
- Housing affordability may be affected as land becomes more expensive in the GTA and this pushes up land and housing costs in the watershed.
- Median rents range from \$689 to \$897.
- Homeless population is unknown. The Town of Midland is adopting this issue as a priority.
- Community Link North Simcoe offers Housing Support Services to help prevent homelessness.

- Residents live mostly in single detached dwellings. In Springwater, Tay, Tiny, Severn, Oro-Medonte, over 90% of housing is single-family residential. Orillia, Midland and Penetanguishene have more options for other types of housing.
- Housing stock includes second homes or lifestyle and recreational housing. Oro-Medonte, Severn, Tay and Tiny have particularly high concentrations of these types of units.
- Municipalities have policies to provide a mix of housing types (variety of houses, levels of affordability and lot sizes).
- Municipalities such as Springwater expect that adult lifestyle communities could make up a significant portion of growth over the next 20 years. Most municipal official plans mention providing housing for seniors and acknowledge the seasonal nature of some of their housing stock.

Stressor: Increasing demand for a variety of affordable residential types in the watershed.

Indicator: % mix of housing types.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed organizations will provide sufficient and affordable housing by following these Strategic Directions:

- Provide alternative housing types and sizes to meet the needs of all demographics, all income levels at all stages of life.
- Reduce homelessness within watershed communities.

Goal C3: Protect and enhance a network of active living activities for all ages and abilities

The Severn Sound watershed has an exceptional network of trails and is working on improving this network. Trails offer the opportunity to connect communities and provide significant tourism and economic advantages.

Our Watershed's...

- Local and regional trail systems include over 175 km of municipally-owned trails.



The Township of Springwater adopted a Trails Master Plan in October 2008.

- Major trail is the Ganaraska Trail, a 400 km hiking trail that connects Port Hope to Barrie, Orillia and the Bruce Trail. A 100 km spur trail links Midland and Wasaga Beach to the trail.
- Municipal planning documents address trail development in the watershed:
 - Official Plans [see text box]
 - Parks & Recreation Master Plans
 - Corporate and Strategic Plans (e.g., Orillia)
 - Regional Plans such as *Charting Our Future*
- Community groups are involved in promoting, developing, maintaining and enhancing trails in the watershed:

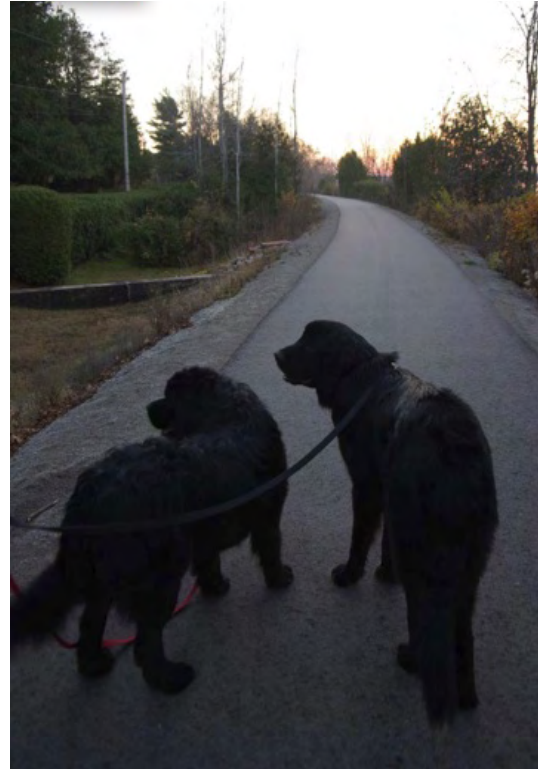
- Huronia Trails & Greenways - has a program called *Help Trails Grow*, a Vehicle Recycling Program that uses the funds towards trail initiatives
- Take Heart Muskoka - supports a wide range of programs, including trail mapping and promotion and developing Active Transportation initiatives
- Ganaraska Hiking Trails Association - has a number of clubs, each associated with an area of the trail
- Sno-Voyager Club - operates an extensive network of trails on public and private land in Springwater

Simcoe County will participate in the Ontario Trails Network – Trails Data Sharing Agreement, gaining access to detailed trails information for adjacent upper tier and area municipalities. The Network is part of the Ontario Trails Strategy designed to educate residents about trails, foster better health and build economic opportunities related to trails and tourism.

Official Plans Support Trail Development in Severn Sound Watershed

Planning policies to support trail development include those that seek to:

- Integrate trails and pathways in new development (e.g., County)
- Create trail connections (e.g., County)
- Develop pedestrian and bike routes and recreation trails (e.g., Orillia)
- Ensure regional trail linkages to maintain a competitive position in attracting tourism interest and the associated economic returns (e.g., Midland)
- Connect parkland to trails (e.g., Oro-Medonte)



Strategic Directions

Reaching Our Goal

The Severn Sound watershed will protect and enhance a network of active living activities by following these Strategic Directions:

- Create a network of interconnected trails and walkways throughout the watershed.
- Increase awareness of wilderness opportunities in the watershed.
- Increase collaboration between municipal governments and other organizations to provide active living, leisure and educational services.

Stressors: Financial support may limit the implementation of a connected trail system.

Indicator: Kilometers of municipally owned/managed trails

Goal C4: Recognize and protect cultural identity and local arts and heritage

Settlement of Simcoe County by aboriginal peoples, and subsequently, by settlers including a significant francophone community and others from European and Métis origins, has resulted in a wealth of cultural heritage resources in the watershed.

Our Watershed's...

- Cultural heritage resources are a significant component of the tourism industry.
- First Nations communities include Beausoleil First Nations on Christian Island.
- Built and cultural heritage is protected to some degree by municipal and Simcoe County Official Plan policies [see text box].
- Most well developed approaches to cultural heritage preservation exist in Orillia. The City's arts and culture initiatives include a Cultural Plan, a dedicated Department of Culture and Heritage, policies in *Charting Our Future*, and include cultural heritage goals in the Corporate Plan.
- Community organizations that support arts, culture and heritage in the watershed include Orillia and District Arts Council, Arts Council of Muskoka, La Clé d'la Baie, Discover Muskoka, Muskoka Heritage Trust (Tay Township) and

Muskoka Heritage Foundation, and the Oro-Medonte History Association.



Official Plan Policies to Protect Heritage Resources

Through Official Plans, watershed municipalities can protect heritage resources through policies that:

- limit development that is incompatible with the character of historic areas or buildings (e.g., County)
- seek to conserve cultural heritage resources, built heritage resources, archaeological resources, and cultural heritage landscapes (e.g., County, Midland, Oro-Medonte)
- call for inventorying of significant resources (e.g., County, Penetanguishene)
- assign heritage district overlays (e.g., Orillia)
- encourage and foster public awareness, participation and involvement cultural heritage resource preservation (e.g., Midland)



- The watershed’s cultural heritage features, such as Discovery Harbour in Penetanguishene, and Ste. Marie Among the Hurons (Tay Township), are highly valued cultural assets, but are under-marketed regionally, nationally and internationally.
- Springwater has a Heritage Awards of Merit program, an initiative of the Springwater Heritage Committee.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will recognize and protect cultural identity and local arts and heritage by following these Strategic Directions:

- Promote art, culture and heritage in Huronia.
- Conserve natural and built heritage facilities and landscapes.
- Implement heritage conservation guidelines.

Stressors: Economic conditions have limited the ability of the watershed to maximize and capitalize on cultural heritage assets.

Indicator: Annual number of visitors to cultural heritage facilities in the watershed.

Goal C5: Retain and build diverse social networks

The watershed has an extensive network of volunteer organizations. Residents report almost 100,000 hours of unpaid work in 2006.

Our Watershed's...

- Social networks and volunteer work are an important part of community life.
- Volunteer information databases are operating within several watershed communities.

- Volunteers are willing and able to continue to implement aspects of this Sustainability Plan.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will retain and build diverse social networks by following these Strategic Directions:

- Continue to recognize and promote volunteerism within the community.
- Continue to support volunteer initiatives, including monitoring, that are aligned with this Sustainability Plan.
- Promote and enhance awareness and usage of community networking services and similar initiatives.



Information Networks in Severn Sound Watershed

- *211simcoecounty.ca* – An online directory of community, health, social and government services.
- *Community Connection* - An online community information database that watershed residents can use as a resource to search for businesses, health services, volunteer opportunities and more.
- *Community Link North Simcoe*- A web-based information clearinghouse that maintains a volunteer database of opportunities within North Simcoe. It also offers a housing registry and volunteer based transportation.
- *Information Orillia* –A community information and referral service for North East Simcoe County.

Stressors: Financial conditions may limit the amount of financial support available to community organizations.

Indicator: Number and value of grants to community organizations by municipalities.

Economic Prosperity

Goals E1 – E5



Goal E1: Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents

There are two sub-categories within this goal.

E1.1 Economy

Ensuring economic vitality in the watershed will promote a number of goals within this Sustainability Plan. Business diversity can be used to support community well-being. Additionally, greening our businesses can support competitiveness, operational efficiency and develop niche markets while lowering environmental impact.

Youth retention, encouraging affordable living in comparison to the Greater Toronto Area, and the retention and attraction of a diverse range of businesses will contribute to better self-sufficiency of the watershed's population.

It is important to ensure that economic development activities have a positive impact on our environment – and can contribute to improving our watershed's ability to regenerate.

Our Watershed's...

- Agriculture, manufacturing, healthcare and tourism sectors are vital to the economic sustainability of our watershed.



- Forestry is returning as an important activity, given the reforestation efforts of the past decades.
- Local and organic food continues to grow in importance, popularity and support (through initiatives such as Simcoe County Farm Fresh).

- Aggregate resources - sand, gravel, and stone - are extracted in many parts of Simcoe County, with abundant resources found in two of the watershed's townships: Severn and Oro-Medonte.
- Communities have different economic strengths with some communities having more diversified economies than others. Municipalities located along the waterfront of Georgian Bay are more oriented to tourism and to recreational and life style developments, including housing developments for retirees. These communities have strong hospitality and food service industries and a growing service sector catering to full-time residents and part-time visitors. Industrial employment continues to be important in Midland, Penetanguishene and Orillia.
- Simcoe County Official Plan and several municipal official plans support the development of communities with diversified economic functions and opportunities. The growth of locally sponsored business is particularly encouraged.
- Opportunities exist for the development of businesses within the cultural, ecological and culinary tourism areas.



Strategic Directions

Reaching Our Goal

The Severn Sound watershed will enhance the economy by following these Strategic Directions:

- Develop strategies or enhance support for business retention and expansions.
- Investigate opportunities for the Watershed to implement a Clean Technology plan and strategy.
- Provide support, tools and incentives for existing business to become “greener” through energy, resource and process efficiencies.
- Promote ecologically appropriate entrepreneurship within watershed communities.
- Develop a formal business attraction policy for the area.
- Ensure adequate supply of serviced land available to meet our needs.

Stressors: Economic conditions and competition from the GTA could lead to a loss of major businesses and skilled resources within the watershed.

Indicator: Number of new, full time, living wage jobs created per annum

E1.2 Employment

Our Watershed's...

- Residents work mainly within Simcoe County.
 - Residents have the greatest opportunity to find employment within their place of residence if they live in Midland, Orillia and Penetanguishene.
 - Chambers of Commerce and Community Futures Development Corporations in the watershed support and/or are involved in economic development through various programs.
 - At-home workers are concentrated in Georgian Bay, Springwater, Oro-Medonte and Tiny.
 - Employment rates range from about 45% in Georgian Bay to about 69% in Springwater. Unemployment rates are highest in Midland and lowest in Georgian Bay.
 - Highest median incomes are found in Springwater and Oro-Medonte, while Orillia has the lowest.
 - Significant number of expected retirements in the near future is putting pressures on the supply of skilled trades in manufacturing and construction sectors.
- Recent economic downturn is creating further concerns for the manufacturing sector.
 - The discrepancy between wages, availability of full time employment and cost of housing create significant economic barriers for Orillia, Oro-Medonte and Severn Township.
 - North Simcoe Regional Economic Development Strategy (2006) identifies actionable priority issues that need to be addressed.

In 2007, the Province contributed funds to the North Simcoe Community Futures Development Corporation and its partners, the Simcoe County Training Board, La Clé d'la Baie, and the Southern Georgian Bay Chamber of Commerce to undertake a Business Retention and Expansion project in their community.

An Economic Competitive Analysis Project (ECAP) commenced in the Watershed in the summer of 2008. Results will be published and integrated into the economic development process in the spring of 2009.

- Orillia Area Community Development Corporation is intending to begin its strategic sustainable community plan in 2009.
- Employment trends include shortages of skilled trades, workforce shortages, youth out-migration, an aging workforce, the need for higher levels of education, and gaps in Francophone Services.
- There is a growing trend towards under-employment for workers looking for employment in a number of watershed

municipalities including Orillia, Oro-Medonte, and Severn Township.

- Retail and Service Sectors and Tourism/Hospitality employers are indicating difficulties in finding staff and many, such as Tim Hortons, have implemented incentive programs to encourage applications for employment.
- The major locations for employment in the watershed are Orillia, Midland and Penetanguishene.
- The County of Simcoe’s new Official Plan determines the optimum locations for future employment and is planning an ‘employment corridor’ planned for Hwy 11 in Oro Medonte.
- 66,100 additional jobs are forecast for the watershed in 2031 by the Provincial Places to Grow legislation.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will enhance employment opportunities by following these Strategic Directions:

- Improve/increase availability and awareness of employment opportunities.
- Improve wages/affordability of living to keep people in the community.
- Improve the number of opportunities for green businesses.
- Improve educational apprenticeship programs in the watershed.

Stressor: Lack of retention of watershed employees due to difficulty in securing well-paying jobs.

Indicator: % increase in the number of jobs created for skilled trades

Goal E2: Improve the watershed’s communications infrastructure

The availability of communications technology and infrastructure is a key requisite for efficient business. With a focus on attracting sustainable wage employment, the watershed will need to focus on developing an efficient communications infrastructure if it intends to achieve its economic development goals.

Our Watershed’s...

- Communications infrastructure is largely unknown due to a lack of published information on the topic.
- High speed internet connectivity is not uniformly available and/or affordable to residents and businesses.

- Seniors are improving skills through the provision of internet classes.
- Community programs are starting to educate users on internet safety issues.
- Simcoe County and Muskoka District both have initiatives relating to improving communications infrastructure.
- Health impacts are being investigated from using Wireless Internet Access through Lakehead University.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will enhance internet communications infrastructure by following these Strategic Directions:

- Access funds to increase availability of high speed/wireless Internet.
- Promote awareness of Internet capacity to support business development and expansion.

Goal E3: Strengthen tourism and recreation development in a low-impact manner

The Severn Sound's natural and cultural amenities are attracting increasing numbers of part-time residents. There is potential for the watershed to capitalize on this, such that tourism will contribute a major portion of meaningful employment to residents.



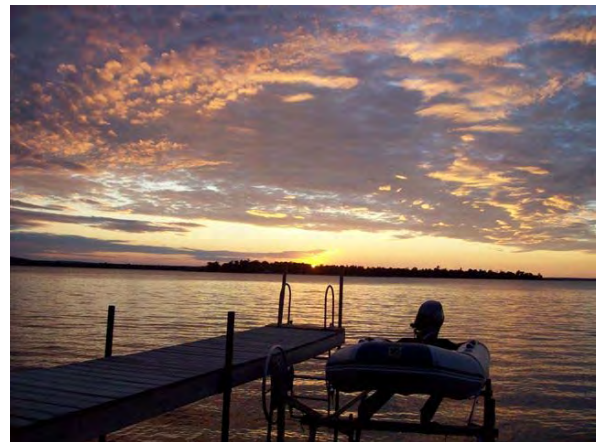
Our Watershed's...

- Tourism includes outdoor recreational opportunities, natural environment and historical destinations. Tourism and recreation is a large and growing economic sector in the watershed. It includes both attraction-oriented travel and seasonal residence activity.
- Tourist attractions include our watershed's villages and downtowns, antique and farm markets, parks, forest lands, golf courses, snowmobile, skiing, hiking and biking trails, freshwater lakes and beaches.
- Culinary tourism is most strongly marketed in Muskoka. In fact, Muskoka

has been designated a Provincial Culinary Tourism Destination.

- Ecotourism is not an explicit focus of tourism marketing or policy, though indirectly it is because of the outdoor nature of many of the tourist activities. Wye Marsh Centre and the Georgian Bay Eco Museum are exceptions.
- Improving cultural and religious-focused tourism has significant economic potential.
- Several agencies have influence over and/or participate in the tourist industry in the watershed, including the local Chambers of Commerce, Tourism Simcoe County, Ontario's Lake Country, Wye Marsh Wildlife Centre, Southern Georgian Bay Tourism Association, G'Nadjiwon Ki Aboriginal Tourism Association, Huronia Trails & Greenways, La Clé d'la Baie (Francophone Services), Simcoe County Farm Fresh, Simcoe County Historical Association, Simcoe County Trails - Ready to Explore, and Discover Muskoka.

- Expand, enhance and promote cultural tourism.
- Expand, enhance and promote culinary tourism.
- Work with industry professionals to re-evaluate the direction of tourism given the stressors indicated.
- Work with tourism operators to identify opportunities to improve operational efficiency while minimizing environmental impact.



Strategic Directions

Reaching Our Goal

The Severn Sound watershed will enhance tourism by following these Strategic Directions:

- Expand, enhance and promote ecotourism.

Stressors: Lack of coordinated watershed tourism strategies

Indicator:
Percent increase in seasonal visitors

Goal E4: Revitalize downtowns and main streets for residents and visitors

Healthy, vibrant downtowns attract visitors, stimulate the economy, provide recreational opportunities for all ages, and are a statement of the community identity.

Our Watershed's...

- Downtowns play a central role in the communities that have them.
- Communities consider vibrant downtowns to be important to their success, as noted in several policy documents reviewed, particularly Official Plans. Official Plans include policies that:
 - encourage infill development in the downtown (Orillia)
 - encourage compact form and design that fosters a pedestrian environment (Orillia)
 - call for improvements to public transit, walking and cycling trails (Midland)
 - seek to improve the built form and public realm of downtowns (Severn Township)
- Downtowns are places for youth activities.
- Revitalization of downtown areas was identified as an opportunity in the *North Simcoe Regional Economic Development Strategy (2006)*.



Downtown Revitalization Initiatives in Severn Sound Watershed

The Elmvale settlement area has Façade Guidelines for the downtown core.

The **Downtown Orillia Management Board** – along with City of Orillia – encourages businesses and property owners to revitalize shop-front façades and to beautify the downtown core.

Build Orillia Lakehead Downtown – a local community group – is urging Lakehead University to build its permanent location in Downtown Orillia instead of at the city's limits.

Midland plans to perform a downtown market analysis to be part of a community economic development process.

Penetanguishene has a façade improvement program.

Tay has a Community Improvement Plan including a Façade Improvement Grant and Tax Increment Grant Programs to develop vibrant downtowns.

- *Charting Our Future*, which applies to Orillia, Severn and Oro-Medonte, includes several strategies focused on downtowns.
- Main street programs need to be evaluated for hamlets that do not have downtown areas.

- Orillia's Corporate Plan also includes improving the health of downtown as a City priority.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will create vibrant downtowns and main streets by following these Strategic Directions:

- Maintain vibrant downtowns as the commercial, cultural and social focal points of the communities in the watershed.
- Support retention and development of local farmers' markets (e.g. Orillia).

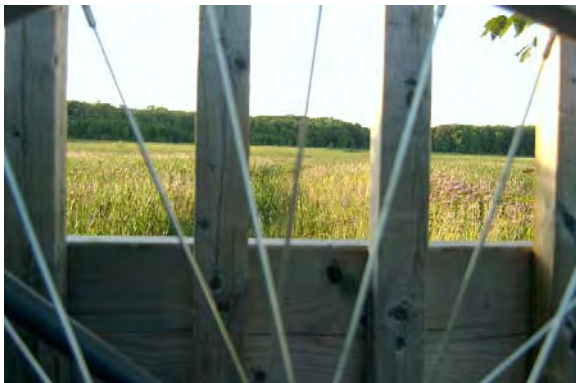
- Promote initiatives that support local purchasing.
- Support beautification efforts.
- Promote pedestrian space and friendliness.
- Promote downtown festivals and activities.

Stressors: Competition from big box retailers. Availability of parking or reliable and timely alternative transit.

Indicator: Number of vacancies on main streets.

Goal E5: Enhance the economic viability of sustainable agriculture

The Severn Sound watershed is primarily agricultural, and provides an essential food supply to Toronto and surrounding areas. Protection of agricultural land and production is a key element of the watershed's sustainability plan.



Our Watershed's...

- Agriculture is an important part of the diverse economy.
- Agricultural operations total approximately 900.
- Farm sizes average below 100 acres.
- Farming practices can have a significant impact on environmental quality, which impacts other sectors such as tourism.
- Farming includes:
 - Beef farming, especially in Severn, Oro-Medonte, Tiny and Tay

- Dairy farming, especially in Springwater, Oro-Medonte and Tay
- Specialty farms, especially in Tiny, Tay and Severn
- Field crop farming especially in Severn and Springwater
- Agricultural lands are under pressure to urban development, particularly near existing settlements. Some governments in the watershed have taken steps to reduce conflicts between urban and agricultural land uses and to protect agricultural land through Official Plan policies.
- Local agriculture is promoted through the Simcoe County Farm Fresh Marketing Association, which has developed a branding and marketing strategy for Simcoe County farm products. The Township of Georgian Bay farms fall within the geographic range of Muskoka Farm Fresh, a marketing group and agricultural sustainability promoter, and Savour Muskoka, a group and brand that promotes culinary tourism.
- Farmers have worked with the SSEA to adopt more environmentally sustainable agricultural practices to limit surface and ground water pollution. Farms include members of Ecological Farmer's Association of Ontario, Ontario Federation of Agriculture, Simcoe County Federation of Agriculture, Christian Farmers, Ontario Soil and Crop Improvement Association and North Simcoe Private Land Stewardship Network, who carry out sustainable farm practices.
-

Stressors: Development pressures, fuel, fertilizer and pesticide costs are impacting on the economic viability of farms.

Indicator: Increase the number of farm/local food producing operators in the watershed.

Strategic Directions

Reaching Our Goal

The Severn Sound watershed will sustain and enhance agriculture by following these Strategic Directions:

- Develop and implement an action plan to improve the economic viability of agriculture in the region.
- Strengthen local connections between the production and consumption of goods and services.
- Develop a farm land trust to purchase land from retiring farmers at market prices.
- Support the development of educational programs for sustainable agriculture.
- Create financing strategies and programs to support transition to sustainable agricultural practices like organic certification.
- Promote purchasing of local foods by all municipal governments, hospitals, educational institutions, grocery outlets, restaurants and residents.

4 Plan Implementation & Monitoring

4.1 Implementing the Plan: Organizational Design

The Steering Committee and the Sustainability Advisory Team considered four organizational models including:

- The SSEA – as the Sustainability Plan Co-ordinator; or,
- Implementation by each of the 9 municipalities; or,
- Implementation by 9 municipalities and relevant stakeholder organizations; or,
- A hybrid of the three.

Before determining the most appropriate, long-term, sustainable organizational model that will be recommended by the SSEA Board to its member municipalities, the SSEA recognizes that a number of features are essential to its success:

The Need for Integration: It is recognized that there is a need for integration of the Plan’s goals, strategic directions, and actions into existing organizational structures and policy frameworks

The Need for Collaboration: Because of the broad scope of this plan, it is understood that the SSEA, together with the nine member municipalities and other relevant agencies will need to work together to establish an appropriate and accountable process for coordinating the implementation of this plan;

The Need for Efficiency and Effectiveness: It is imperative that the long-term organizational model is reflective of the most efficient and effective means of implementing the plan.



4.1.1 The Interim Sustainability Plan Steering Committee (ISPSC)

An Interim Sustainability Plan Steering Committee (ISPSC) will be established to recommend the most appropriate organizational model and implementation plan. The ISPSC’s recommendations will be presented to the SSEA Board for recommendation to its nine member municipalities.

The ISPSC will be comprised of three representatives from the nine member municipalities, the SSEA Board Chair, the SSEA Co-ordinator, the Orillia Area Community Development Corporation, the North Simcoe Community Futures Development Corporation, the County of Simcoe, and the Simcoe Muskoka District Health Unit. The District of Muskoka will be represented through the SSEA Board Chair.

The ISPSC will operate for one year, commencing on April 1, 2009. It will meet approximately 10 times during that period.

ISPSC Mandate: The ISPSC's mandate is to develop an operational plan that may include the following:

- Recommend an organizational model and mechanisms to integrate sustainability initiatives into existing organizational structures, policies and plans
- Identify priorities of municipal partners relating to the Plan's implementation and a schedule for implementation (1-5 years)
- Identify both collaborative and independent priority projects and the availability of funding
- Identify training requirements and/or tools for municipal and other relevant stakeholder organizations to instill a "triple bottom line," sustainability planning/decision making process that will be utilized by participating organizations for determining the sustainability of their activities
- Develop a monitoring and reporting framework to measure the Plan's success, including mechanisms to report progress by and to municipalities and the watershed community as a whole
- Develop an engagement and communications strategy to support municipal involvement, community engagement, promotion of the Plan within the watershed and in other jurisdictions, and activity coordination. The plan will identify mechanisms for community engagement, such as a Sustainability Advisory Team, the Citizens

Panel and other non-government organization volunteer activities

- Develop a Partnership and Recruitment Strategy for relevant agencies and organizations to participate in the Plan's implementation and reporting process.

The Severn Sound Environmental Association will provide coordination and secretariat services to the ISPSC during its term.

The existing Sustainability Plan Steering Committee will be retired.

4.2 Reporting and Monitoring

It is widely recognized that for this Plan to be successful, regular progress monitoring and reporting will be needed by all partners and participants.

To assist with this process, there are two major strategies within this Plan:

- Progress Indicators, which will be used to measure progress towards maintaining and enhancing a sustainable Severn Sound Watershed; and,
- Annual Progress Reporting, which will be provided by member municipalities, partners and participants.

4.2.1 Progress Indicators

An initial set of indicators was developed for consideration in this Plan. The indicators are listed in Appendix D, along with targets where available, for each Strategic Direction. As implementation progresses, the indicators will be continually reviewed and developed to align with new initiatives such as the Canadian Index for Well-being.

What is an Indicator?

An indicator is a piece of information or evidence that tells us something about the conditions around us. In the context of sustainability planning, it is something that is measurable and which provides useful evidence of environmental, social, or economic quality.

Indicators tell us something in relation to an objective and are linked to both the objective and the target.

Examples of indicators include:

- number of new, full time, living wage jobs created per annum
- number, abundance and distribution of rare species, measures of diversity and habitat
- number of vehicle collisions per annum
- reduction in obesity rates in youth
- square meters of municipally owned/managed indoor and outdoor recreation facilities

4.2.2 Progress Reporting

Monitoring progress and reporting outcomes will be crucial to the success of this long-term plan. It is recommended that:

- Member municipalities report progress annually on selected strategic directions and actions. The ISPSC will assist municipalities in identifying priority actions as part of its mandate
- Partners and participants that select strategic directions and actions will report on their progress annually
- *A State of the Watershed: Towards Sustainability Report* is to be published annually by the SSEA and its member municipalities and discussed at a public meeting.

Severn Sound Sustainability Plan

Appendices to the Plan

April 2009



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1 Appendix A: Contributors to the Plan

The Severn Sound Sustainability Project was developed due to the hard work and dedication of the following contributors to the Strategy:

Seven Sound Environmental Association (SSEA) Board of Directors (2007-2009):

- Councillor Terry Allison, Township of Oro-Medonte
- Mayor Peggy Breckenridge, Township of Tiny
- Axel Frandsen, Township of Tay
- Tony Hope, Township of Springwater
- Bob Jeffery, Town of Midland
- Mike Mayotte, Town of Penetanguishene
- Dave Parks, Township of Severn, Past Chair
- Keith Sherman, SSEA Co-ordinator
- Mayor Ron Stevens, City of Orillia
- Greg Sutcliffe, Township of Georgian Bay, Chair, SSEA Board (2009)

Steering Committee Members:

- Greg Sutcliffe, Chair SSEA Board
- David Parks, Past Chair, SSEA Board
- Keith Sherman, SSEA Co-ordinator
- Michele Locke, Communications Officer, SSEA
- Mara Burton, Director of Planning, Tay Township
- Winanne Grant, CAO, Springwater Township
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- Jamie Powell and Joe Gemin, AECOM

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Eisdon, Christine, MP Simcoe North
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Varcoe, Wayne
Warren, Nigel, Councillor, Township of Tiny
Woodcock, Ruth, Chair, Orr Lake Ratepayers

Woodcock, Ted, Orr Lake Ratepayers
Wylie, Don, Manager, Balm Beachway Golf Club

Financial and In-Kind Support

Funding for the Plan’s development was received from the nine member municipalities, and the Federation of Canadian Municipalities’ Green Municipal Fund. All member municipalities are listed below:

- City of Orillia
- Town of Midland
- Town of Penetanguishene
- Township of Tiny
- Township of Tay
- Township of Springwater
- Township of Oro-Medonte
- Township of Georgian Bay
- Township of Severn

In-Kind support (in particular the Board room and delicious lunches) was received from the North Simcoe Community Futures Development Corporation.

2 Appendix B: Sustainability Principles

The Sustainability Plan for Severn Sound is based on The Melbourne Principles for Sustainable Cities. The Melbourne Principles were developed to assist communities that wish to achieve sustainable development as defined by the Brundtland Commission on Sustainable Development. The Commission defined sustainable development as:

development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

The Melbourne Principles provide a simple set of statements on how sustainable communities would function and are intended to guide thinking and provide a strategic framework for action. The Principles are not prescriptive. They allow communities and other jurisdictions, such as the Severn Sound Environmental Association to develop sustainable solutions that are relevant to their particular circumstances.

The Melbourne Principles inform the vision, goals and objectives of this Sustainability Plan. They can be used to guide future decision-making within the Severn Sound Watershed.

The Melbourne Principles are compatible with the guidance on Sustainable Community Planning provided by the Federation of Canadian Municipalities and the Association of Municipalities of Ontario. Severn Sound's Sustainability Plan conforms with Ontario's Places to Grow legislation and guidelines.

Melbourne Principles

Principle 1: Provide a long-term vision for cities based on: sustainability; intergenerational, social, economic and political equity; and their individuality.

Principle 2: Achieve long-term economic and social security.

Principle 3: Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.

Principle 4: Enable communities to minimise their ecological footprint.

Principle 5: Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.

Principle 6: Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems.

Principle 7: Empower people and foster participation.

Principle 8: Expand and enable cooperative networks to work towards a common, sustainable future.

Principle 9: Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.

Principle 10: Enable continual improvement, based on accountability, transparency and good governance.

3 Appendix C: Goals, Strategic Directions and Actions

Pillar 1 – Environmental Protection and Integrity

Strategic Directions	Actions	Lead Agencies/Partners
Goal EN 1 <i>Protect, restore and enhance natural heritage</i>		
EN.S.1 <i>Protect, restore and enhance open spaces, forested areas, and natural corridors</i>	Enforce existing regulations <hr/> Develop a Watershed-scale Greenland Protection Strategy <hr/> Develop an ecologically-based assessment and strategy for preserving woodlands in urban settlement areas <ul style="list-style-type: none"> • Obtain municipal support for tree-planting projects in targeted areas <hr/> Conduct a study to determine forest patch sizes in the watershed <hr/> Develop policies to protect forests based on patch size <hr/> Establish appropriate fish community targets	SSEA, Municipalities, County of Simcoe, District of Muskoka, Ministry of Natural Resources
EN.S.2 <i>Preserve, protect, and restore wetlands, riparian and shoreline habitats</i>	Delineate riparian protection zones <hr/> Develop a riparian protection zone policy <hr/> Establish fencing for cattle to protect riparian areas <hr/> Incorporate shoreline/riparian habitat protection policies into official plans <hr/> Develop and distribute riparian and lakeshore habitat protection information to creek-side and lakeshore landowners <hr/> Reduce impervious surfaces to maintain infiltration capacity in new developments <hr/> Identify and reduce erosion and sedimentation problems in creeks/rivers and along lakeshores	Municipalities, SSEA, Ministry of Natural Resources, Ducks Unlimited, Conservation Authorities

Strategic Directions	Actions	Lead Agencies/Partners
EN.S.3 <i>Identify, protect and enhance special natural heritage features and functions</i>	Conduct a watershed-wide inventory of special natural heritage areas	SSEA, Municipalities, County of Simcoe, Conservation organizations
	Establish partnerships with conservancy groups to protect natural heritage areas	
	Use the County/District and Municipalities' Official Plan review and amendment process to identify and protect special natural heritage areas	
EN.S.4 <i>Reduce the number of contaminated sites in the watershed</i>	Identify and inventory potentially contaminated sites in the watershed	Municipalities
	Develop watershed-wide contaminated site restoration strategy	

Strategic Directions	Actions	Lead Agencies/Partners
Goal EN 2 Protect and enhance biodiversity		
EN.S.5 <i>Protect native species and habitat from invasive plants, animals and pests</i>	Develop watershed-wide monitoring programs for species at risk	SSEA, municipalities, shoreline residents associations, non-government organizations, MNR
	Create public awareness about endangered and threatened species (see also public education – EN.S.32)	
	Mobilize streamside residents to remove invasive and non-native species.	
	Identify occurrences of invasive plant and animal species and implement removal or control	
	Develop an education program to inform residents and visitors about: <ul style="list-style-type: none"> • The types of invasive species in the watershed • The impacts of invasive species • Management/Prevention of invasive species (See also public education – EN.S.32)	
	Establish a monitoring and education program for Asian Longhorn beetle	
	Prohibit the importation of campfire wood into watershed	

Strategic Directions	Actions	Lead Agencies/Partners
EN.S.6 <i>Protect rare (threatened) and endangered terrestrial and aquatic plant and animal species from development</i>	Conduct study to identify significant patches of rare/threatened/endangered habitat and determine if they are secured	
	Implement education/awareness program (see also public education EN.S.32)	
	Work with conservancy groups on rare/threatened/endangered protection initiatives	

Strategic Directions	Actions	Lead Agencies/Partners
Goal EN 3 Reduce consumption of natural resources: Solid and hazardous waste		
EN.S.7 <i>Eliminate household hazardous and special wastes from landfill</i>	Add dates for HHSW pick-up to waste collection calendars	County of Simcoe/District of Muskoka
	Investigate the feasibility of offering full-time HHSW disposal at landfills	
	Investigate the feasibility of curbside HHSW pick-up (instead of drop-off)	
	Lobby governments to take care of household hazardous and special wastes	
	Implement paint swap days	
	Provide incentives for properly disposing of hazardous waste	
	Implement electronic recycling programs (e.g., “Thriftopia”)	
	Encourage small businesses to use electronic recycling programs	
	Use legislation and regulation to reduce household hazardous and special waste (e.g. Provincial Government Toxic Use Reduction Strategy and Legislation)	
Educate the public about HHSW programs		

Strategic Directions	Actions	Lead Agencies/Partners
EN.S.8 Decrease total annual tonnage of solid waste disposed in landfill over the 2006 baseline.	Implement a ban on plastic grocery store bags	County of Simcoe, District of Muskoka, Municipalities, Private Sector (supermarkets)
	Implement ban on non-recyclable packaging materials for take-out food and drink containers	
	Implement green purchasing policies within municipal governments to reduce packaging and other waste	
	Encourage waste reduction at source, including back yard composting, and green bin use)	
	Implement “waste swap” days	
	Expand Blue Box/Blue bin materials to include full range of plastics and styrofoam	
	Educate public about waste reduction, recycling and composting programs	
	Increase recycling promotion in the Industrial, Commercial and Institutional sector and in apartments	
EN.S.9 Limit the disposal of food and garden waste in landfills	Explore policies to ban organic materials from landfill	County of Simcoe/District of Muskoka
EN.S.10 Support extended producer responsibility for waste generation	Influence the Provincial and National governments to implement extended producer responsibility policies/legislation	County of County/District of Muskoka, Local Municipalities
EN.S.11 Support the goal of a zero waste society	Pass resolutions to support Zero Waste; Incorporate Zero Waste policies into Simcoe County/District of Muskoka waste management plans	Municipalities, County of Simcoe, District of Muskoka
EN.S.12 Pursue additional alternatives to minimizing the volume of waste disposed	Simcoe County/District of Muskoka to update their waste management master plan per MOE Draft Guidelines (2007)	County of Simcoe/District of Muskoka

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal EN 3 Reduce consumption of natural resources: Energy Consumption</p>		
<p>EN.S.13 <i>Develop alternative energy plans that consider using solar, wind, and geothermal sources</i></p>	<p>Encourage municipalities to be leaders in alternate sources of energy</p> <p>Encourage alternative energy on local farms where appropriate</p> <p>Invest in renewable energy</p> <p>Develop watershed-wide alternative energy strategy and plans</p>	<p>Municipalities, Hydro, LDCs</p>
<p>EN.S.14 <i>Implement conservation initiatives</i></p>	<p>Install smart meters in more homes and businesses to track electricity consumption</p> <p>Amend building by-laws to implement higher standards than building Code</p> <p>Fund pilot programs for LED street lighting programs</p> <p>Incorporate green building and energy efficient standards meeting LEED standards into municipal and large buildings</p> <p>Provide incentives to developers who achieve LEED-ND certification for new neighbourhood developments</p> <p>Adopt engineering standards that address energy conservation</p> <p>Improve building standards for greater energy efficiency</p> <p>Consider implementing the Earth Day EcoAction Team program at each watershed municipality</p> <p>Create a GHG/sustainable energy social marketing campaign</p>	<p>Local Hydro Municipalities</p>
<p>EN.S.15 <i>Inventory data on energy consumption and monitor progress towards goals</i></p>	<p>Municipalities to Join FCM’s Partners for Climate Change Protection</p>	<p>Municipalities</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal EN 3 Reduce consumption of natural resources: Water Quality</p>		
<p>EN.S.16 <i>Protect surface and ground water from contaminants through the watershed's Source Water Protection Plan</i></p>	<p>Implement ground water protection and well head protection plans and policies</p> <p>Use alternatives to road salt</p> <p>Expand on Well Aware & Well Wise programs and obtain funding to continue programs</p> <p>Conduct study on assimilative capacity for sludge spreading in watershed. Establish policies for sludge spreading.</p> <p>Pursue funding to treat contaminated sources</p> <p>Recognize RAP phosphorus caps in municipal official plans, and achieve targets.</p> <p>Implement pollution prevention education</p> <p>Implement bylaws to regulate and control the use of pesticides and fertilizers. Use best management practices for the application of fertilizers.</p> <p>Review and update municipal sewer use bylaws regularly</p> <p>Encourage farmers, landowners, or a small-medium sized businesses to use the funding program offered through the Ontario Drinking Water Stewardship Program to protect drinking water sources</p> <p>Consider dropping the minimum use values of water quality</p> <p>Implement a source protection program/ plan for monitoring outside municipalities</p> <p>Establish partnerships with the Provincial Groundwater Monitoring Network</p> <p>Evaluate municipal engineering policy on road construction material and impacts to water quality</p> <p>Include surface and groundwater protection policies in municipal OPAs</p> <p>Ensure landfill sites contain and treat leachate. Close and remediate landfills that cause contamination</p> <p>Improve quality of effluent from industrial operations</p> <p>Educate boaters about water pollution related to recreational boating</p>	<p>SSEA, Agriculture Groups, Municipalities, County of Simcoe</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>EN.S.17 Minimize contaminants to surface and ground water from storm water collection and discharge systems</p>	Implement RAP storm water recommendations	SSEA
	Meet Provincial guidelines for storm water at Level 1	
	Monitor areas not covered by SWP	
	Adopt storm water best management practices	
<p>EN.S.18 Ensure sufficient sustainable sewage treatment plant capacity and treatment to accommodate the growing population</p>	Develop action plans for sludge quality/content (e.g., pharmaceuticals, personal care products) and its management through treatment or settlement	Municipalities
	Maintain/upgrade existing water supply and wastewater treatment systems over the long term	
	Construct a Septage Treatment Centre which could be funded through fees to haulers	
	Conduct a sewage capacity assessment	
	Investigate alternatives to land spreading	
	Investigate the existing capacity of storage/treatment facilities and identify potential upgrades/expansion	
	Identify how GTA growth will impact quantities of sewage sludge and septage	
	Evaluate wastewater infrastructure capacity prior to approving new development	
	Determine a financial plan to ensure affordability of new provincial wastewater regulation	
	Evaluate wastewater management systems on a regular basis and adjust to intensification and demands on system where needed	
	Establish a monitoring program for private sewage systems	
	Provide educational support to landowners with private sewage systems to help them maintain their systems in an environmentally responsible manner	
Ensure that effluent requirements for receiving waters are met		

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal EN 3 Reduce consumption of natural resources: Air quality and climate change</p>		
<p>EN.S. 19 <i>Develop a coordinated plan to reduce our impact on climate change and develop adaptation strategies</i></p>	<p>Develop a watershed-wide Climate Change Action Plan and Adaptation Strategy</p>	<p>Municipalities, Non-government organizations</p>
<p>EN.S.20 <i>Improve air quality within the watershed to ensure compliance with provincial air quality standards</i></p>	<p>Adopt anti-idling bylaws Implement car-free zones in identified areas Implement controls on wood burning appliances Encourage carpooling programs Promote PUC programs for energy efficiency Inventory trees and tree cutting bylaws (with associated fines) Provide tools to help small/medium emitters abide by provincial toxic strategy Improve awareness of air quality impacts of open barrel burning awareness Investigate feasibility of banning open barrel burning Eliminate ‘one bag per week’ garbage rule to reduce garbage burning Include air quality considerations in developing an alternative transportation strategy Investigate and adopt best management practices that could contribute to improving air quality by reducing key air contaminants Improve public transportation</p>	<p>Health Unit, District/County, Province, Municipalities</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal EN 4 Design efficient public facilities in harmony with natural systems: Transportation Facilities</p>		
<p>EN.S.21 <i>Reduce the impact that transportation has on the watershed's contribution to greenhouse gas emissions (GHGs)</i></p>	<p>Develop an alternative transportation strategy, that includes mechanisms to:</p> <ul style="list-style-type: none"> • Reduce the use of automobiles for frequent journeys, including commuting to and from work. • Promote alternative modes of transportation including biking • Lower personal vehicle ownership • Improve public transit ridership within the watershed • Expand GO Train service to the watershed • Investigate opportunities for shared transit services among municipalities 	<p>Municipalities, EcoDriver (new program SSEA), County of Simcoe, Orillia Community Futures Development Corporation</p>
	<p>Switch municipal/government/institutional fleet vehicles to fuel efficient alternatives</p>	
	<p>Develop an efficient and coordinated regional transportation network</p>	
	<p>Investigate linkages to North Simcoe that are economically feasible within the County of Simcoe Transportation Master Plan</p>	
	<p>Establish car pool lots</p>	
	<p>Establish a carpooling website where people can coordinate shared rides</p>	
<p>EN.S.22 <i>Implement the Simcoe County Transportation Master Plan</i></p>	<p>Monitor implementation of Simcoe County Transportation Master Plan</p>	<p>County of Simcoe</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>EN.S.23 <i>Develop municipal plans that focus on mass transit, including car pooling, implementing connecting trails, and encourage micro-private sector initiatives such as community buses</i></p>	<p>Develop watershed wide sustainable transportation strategy (Include EN.S.21 and EN.S.22).</p>	<p>Municipalities</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal EN 4 <i>Design efficient public facilities in harmony with natural systems: Water Quantity and Supply</i></p>		
<p>EN.S.24 <i>Ensure a reliable potable municipal water supply for all residents and visitors within the watershed</i></p>	<p>Establish programs to test for lead water piping in homes</p> <p>Require disclosure of lead piping in homes for resale</p> <p>Conduct infrastructure capacity studies before approving new development</p> <p>Seek funding sources to:</p> <ul style="list-style-type: none"> • Secure secondary water sources (See also EN.S.25) • Maintain/upgrade existing water supply and wastewater treatment systems over the long term • Adjust to intensification and demands on system • Develop management plans for licensing water systems • Implement mandatory connection by-law under the Public Utilities Act with provisions for financing/loans for those who need 	<p>Source Protection Authorities, Municipalities, Source Water Protection Municipalities</p>

Strategic Directions	Actions	Lead Agencies/Partners
EN.S.25 Reduce water consumption through water conservation measures	Install more homes and businesses with smart water meters to track water consumption	Municipalities
	Promote and achieve water conservation in municipal, institutional and residential buildings	
	Implement and promote grey water irrigation systems	
	Establish a monitoring and/or permitting program for high water/chemical users (golf courses)	
	Seek funding to secure secondary water sources (see also EN.S.24)	
	Develop management plans for licensing water systems	
	Implement mandatory connection by-law under the Public Utilities Act with provisions for financing/loans for those who need	
	Establish appropriate water and sewer rates structure to promote conservation	
Adopt policies to limit water taking and bottling		
EN.S.26 Develop water and wastewater plans based on development targets	Conduct long-term water and waste water management plan (include considerations in EN.S.24-25)	Municipalities

Strategic Directions	Actions	Lead Agencies/Partners
Goal EN 4 Design efficient public facilities in harmony with natural systems: Urban and Rural Development		
EN.S.27 Decrease urban sprawl and encourage more compact development patterns	Implement infill development policies and densities in existing built-up areas	County of Simcoe, District of Muskoka, Province, Municipalities
	Allow for increased land use densities in settlement areas	
	Address seasonal housing requirements in updated Official Plans	
	Reconsider redevelopment regulations that limit development in waterfront areas	
	Identify agricultural zones to protect agricultural lands from urban development	
	Eliminate loop-holes in Official Plans to prevent urban sprawl	

Strategic Directions	Actions	Lead Agencies/Partners
<p>EN.S.28 <i>Continue to protect natural areas, parkland, agricultural lands and woodlands (both urban and rural) from encroaching development</i></p>	<p>Incorporate policies within municipal official plans</p>	<p>Municipalities</p>
<p>EN.S.29 <i>Promote and encourage “green building” design, development and construction through the achievement of Leadership in Energy and Environmental Design (LEED) standards set by the Canada Green Building Council or equivalent programs</i></p>	<p>See also EN.S.13</p> <p>Incorporate LEED standards into building by-laws</p> <p>Promote LEED program to developers</p> <p>Establish a local awards program for builders who achieve LEED-rated buildings</p> <p>Develop incentive programs for R-2000 houses</p> <p>Encourage the use of LEED standards in affordable housing development</p>	

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal EN 5 Promote environmental education programs to encourage respect for natural areas and habitats</p>		
<p>EN.S.30 <i>Promote the establishment of school programs that create an awareness of local natural and cultural environments and sustainable living</i></p>	<p>Develop curriculum for teaching harvesting methods, gardening</p> <p>Increase opportunities for environmental education</p> <p>Incorporate Sustainability Plan into high school curriculum, to encourage action and volunteerism</p> <p>Engage youth and children in environmental stewardship programs (e.g. Kids for Turtles)</p>	<p>SSEA – working with Simcoe County District School Board, Simcoe Muskoka District Health Unit to develop sustainable Eco-School and ZeroFootprint programs</p>
<p>EN.S.31 <i>Increase cooperation among schools and environmental/socio-cultural groups for public education programs about environmental stewardship</i></p>	<p>Explore partnership opportunities with local conservation organizations to provide environmental education stewardship programs</p> <p>Approach community groups engaged in environmental stewardship to provide outreach to watershed schools</p>	<p>School Boards Environmental Non-governmental organizations</p>
<p>EN.S.32 <i>Support local non-government organizations to provide environmental education opportunities</i></p>	<p>Identify opportunities among municipalities for shared services</p> <p>Promote Trent Severn Waterway/Parks Canada programs for recreation</p>	<p>Parks Canada Municipalities Ontario Parks</p>

Pillar 2 - Community Wellbeing

Strategic Directions	Actions	Lead Agencies/Partners
Goal C 1 Promote wellness of mind, body and soul: Safety		
C.S.1 <i>Reduce motorized vehicle collisions/ crashes and fatalities</i>	Investigate opportunities to reduce speed limits in target areas	Ontario Provincial Police Ontario Marine Operators Association Ontario Federation of Snowmobile Clubs ATV Organization Boating Forum Red Cross
	Evaluate existing traffic signage and make improvements where needed	
	Implement traffic calming techniques in problem areas	
	Promote safety for recreational vehicles such as boats and ATVs	
	Promote awareness of Ontario Provincial Police traffic and emergency services and community responsibilities	
	Promote awareness of Ontario Provincial Police in schools	
	Identify roads that need improvement and develop a roadway improvements plan to improve conditions	
C.S.2 <i>Improve the safety of alternative transportation modes, particularly cycling</i>	Develop and implement bike commute workshops	Municipalities Active and Safe Routes to School Simcoe Muskoka District Health Unit Ontario Provincial Police Town Police Force
	Promote bicycle safety in schools through programs like Collingwood’s Bike to School	
	Develop and implement a Public Awareness Campaign to curb dangerous driving and educate drivers about cyclists' rights to the streets	
	Develop Bicycle and Pedestrian Safety Action Plans	
	Develop Bicycle Master Plans to address: <ul style="list-style-type: none"> • signage along bike routes • designated bike lanes • preferred bike routes 	
	Support the development of a new bike active transport group	
	Provide incentives to bicycle riders to place lights and bells on bicycles	
	Support development of bicycle advocacy groups (see League of Michigan Bicyclists for example)	

Strategic Directions	Actions	Lead Agencies/Partners
C.S.3 <i>Decrease crime within watershed communities</i>	Expand Neighbourhood Watch network	Municipalities, Community Policing Committees, Ontario Provincial Police Crime Stoppers School Boards
	Promote the Ontario Provincial Police/FOCA Cottage Watch program	
	Promote and expand use of D.A.R.E. programs	
	Develop “Focus and Think Clear” opportunities	
	Expand crime prevention education in schools	
	Expand and promote community policing	
	Promote the use of Crime Prevention Through Environmental Design (CPTED) principles in community and urban design	
	Encourage more pedestrian traffic, community picnics and activities (like block BBQ’s)	
C.S.4 <i>Promote safe hunting</i>	Advocate to raise the age of licensing for firearms	Municipalities, OPP, County, Police Departments, Ducks Unlimited
	Advocate for ban on firearms in highly populated areas (e.g. downtown Orillia, Sophie’s Landing)	
	Provide leadership at municipal level for the responsible use of firearms for hunting	
	Clearly post signs with hunting season dates, types and allowable firearms (including bow) in common hunting areas with an information number or website for public information	
	Advocate for safer hunting to the Province	
	Implement a hunting safety awareness and education campaign, including for the general public so they know where and when hunting occurs	
	Provide licensing and instructional courses/ awareness through municipalities	

Strategic Directions	Actions	Lead Agencies/Partners
Goal C 1 <i>Promote wellness of mind, body and soul: Health and health services</i>		
C.S.5 <i>Improve overall health of residents</i>	Improve education for disease prevention and health promotion (elementary and high schools)	Simcoe Muskoka District Health Unit Health Canada Aging at Home program
	Promoting a healthy lifestyle through education about healthy eating and exercise	
	Encourage walking in winter by ensuring that sidewalks are cleared	
	Plant trees, provide benches and widen city sidewalks for better pedestrian usage in spring, summer, winter (also improves look of streetscape and often real estate values)	

Strategic Directions	Actions	Lead Agencies/Partners
<p>C.S.5 <i>Improve overall health of residents (continued)</i></p>	Improve accessibility to hospital services	<p>Simcoe Muskoka District Health Unit Health Canada Aging at Home program</p>
	Improve access to community-based medical/holistic health services	
	Attract more doctors and other alternative health care professionals (nurse practitioners and other health professionals).	
	Promote access to alternative health care/practices	
	Increase the diversity of health and wellness programs	
	Improve emergency medical services	
	Improve emergency medical training	
	Increase the number of AED units available for public use in emergencies	
	Improve awareness of individual and community health	
	Increase the number of health and wellness programs for businesses (Health Unit running a pilot program)	
	Provide opportunities to age at home (so that the elderly don't have to leave their homes)	
	Support disease prevention and health promotion	
	Encourage regular physical activity as a way of life across all age groups (e.g. walking to school, going for an after dinner play in the park)	
	Promote alternative active transportation (e.g., by providing back racks, showers at workplaces, bike commuting incentive programs)	
	Implement active and safe routes to schools programs in the community	
Develop an 'Index of Wellbeing'		
Adopt by-laws to prohibit smoking close to children play areas		
<p>C.S.6 <i>Promote safe and healthy work environments</i></p>	Improve standards for workplace safety	<p>Ministry of Labour Municipalities</p>
	Increase workplace training (e.g. WHMIS)	
	Implement a workplace safety education program in high schools	
	Promote the development of workplace wellness programs	
	Work with the Ministry of Labour to promote workplace safety	
<p>C.S.7 <i>Continue preparedness for Pandemic and Emergency Planning</i></p>	<p>Monitor and continue preparedness for Pandemic and Emergency Planning</p>	<p>Simcoe Muskoka District Health Unit, EMS, County of Simcoe/District of Muskoka/Municipalities/Hospitals</p>

Strategic Directions	Actions	Lead Agencies/Partners
Goal C 1		
Promote wellness of mind, body and soul: Recreation Services		
C.S.8 <i>Provide a variety of structured and unstructured recreational services and facilities that are physically and financially accessible for all ages and abilities</i>	Promote outdoor play	Municipalities, Simcoe Muskoka District Health Unit, Boards of Education
	Create seating areas in parks	
	Improve tree cover for summer / fall shade along sidewalks to improve pedestrian comfort	
	Evaluate current seating arrangements in existing parks and ensure that all seating is oriented towards the most favourable view (e.g., makes sure they face water or green space instead of roads)	
	Provide sufficient and adequate recreational facilities to meet the constantly changing needs of a changing population	
	Expand opportunities for shared services among municipalities	
	Protect socially important environmental areas	
	Consider developing skateboard parks for youth	
	Conduct a survey to assess community satisfaction with existing recreation services and facilities	
	Provide unstructured youth programs	
	Look for opportunities to create parkettes and community gardens using vacant lots in lower income neighbourhoods	
Adopt clean beach programs		

Strategic Directions	Actions	Lead Agencies/Partners
Goal C 1		
Promote wellness of mind, body and soul: Healthy Community Design		
C.S.9 <i>Develop policies to promote the design of</i>	Adopt design guidelines to address the form and character of the communities (e.g., building and streetscape elements such as height, massing, materials, color, detailing, lighting, ornament, street furniture, street widths, sidewalks)	Municipalities All horticultural societies Local Architectural Advisory

Strategic Directions	Actions	Lead Agencies/Partners
	<p>Encourage high-quality residential design through development/design review processes</p> <p>Create opportunities for community gardens</p> <p>Ensure that residents of all ages have access to services that will allow them to continue living in their community of choice</p> <p>Provide adequate lighting for streets; parks; recreation facilities; sidewalks; and bike paths to promote their use</p> <p>Conduct an assessment of sidewalks and increase number of sidewalks where needed</p> <p>Provide wide, well-lit, tree lined sidewalks on both sides of the street with occasional benches</p> <p>Conduct community walkability and bikeability audits</p> <p>Encourage pedestrian- and bike-friendly development and redevelopment that encourages physical activity</p> <p>Promote land use patterns that increase the density and intensity of development and mix of uses – especially in downtown areas, along major transportation corridors, and in employment districts</p> <p>Build more bike paths on roadways</p> <p>Incorporate LEED-ND principles into neighbourhood design</p>	
<p>C.S.10 <i>Develop a community whose citizenry has a strong, sense of personal and spiritual well-being</i></p>	<p>Provide educational courses or workshops that encourage spiritual well-being</p> <p>Promote understanding and role of Native spirituality in the watershed community</p> <p>Recognize different cultures through community events, festivals, etc.</p> <p>Support opportunities for peaceful spiritual and religious expression (For example by making community space available for groups)</p> <p>Promote “open door” events where people are invited to share in services of other religions</p> <p>Create vista viewing areas along scenic roadways</p> <p>Reduce visual and auditory pollution (billboards, neon signs, etc.)</p> <p>Work with planners and designers to include spaces that allow for contemplation and reflection (e.g. “Zen Garden”, peace garden) in new and/or existing public parks</p> <p>Seek funding and resources to create gardens in public areas</p> <p>Promote passive leisure opportunities</p> <p>Build walkways on public land along community waterfronts</p> <p>Promote initiatives that support passive leisure and worship opportunities through community networking systems such as Community Link (e.g., list of churches, yoga classes, anti-stress classes, volunteer activities)</p>	<p>Georgian Bay Native Friendship Centre Municipalities Churches</p>

Strategic Directions	Actions	Lead Agencies/Partners
Goal C2 Provide safe, healthy, diverse and affordable housing		
C.S.11 <i>Provide alternative housing types and sizes to meet the needs of all demographics, all income levels at all stages of life</i>	Change zoning and by-laws to allow for more community housing	
	Reduce barriers to allowing multiple suites	
	Address maintenance of community housing	
	Encourage builders/developers to consider projects providing more density instead of custom builds on large lots	
	Remove regulatory barriers to in-law units	
	Obtain provincial /federal funding for provision of income geared rental housing	
	Facilitate better cooperation from Federal/Provincial/Municipal governments	
	Encourage municipal governments to develop affordable housing plans including policies and procedures that support the development of affordable housing (e.g. a housing first policy)	
	Promote the development of housing for seniors that provides a continuum of needs from independent living to full care	
	Fulfil need for more long term care beds	
	Identify housing options that would allow seniors to remain in their own community	
	Develop temporary housing options for vulnerable elderly citizens	
	C.S.12 <i>Reduce homelessness within watershed communities</i>	
Seek funding for and promote Out of the Cold program, soup kitchens, etc. for the homeless		
Assess the demand for facilities to address the needs of homeless residents		
Implement employment programs that serve the homeless or those in transitional housing		
Carry out a study to determine the source of homelessness (transient, mental health, job related, etc.) to better assess this issue		
Provide good mental health facilities/alternatives to institutional settings		
Encourage partnerships with the Simcoe County Alliance to End Homelessness (SCATEH)		
Increase the amount and range of affordable housing opportunities in the watershed Strengthen the continuum of services provided within the watershed to ensure that residents can be successful in their housing		

Strategic Directions	Actions	Lead Agencies/Partners
	Establish a homeless youth project to engage homeless youth in a range of supportive services	
	Pursue regulatory changes that will increase the ability to serve homeless and special needs populations more effectively	
	Identify successful, innovative supportive housing models in other communities and evaluate their applicability to the watershed	
	Review housing stock and cost to determine if housing makes up more than 33% of total family income	
	Incorporate into OPAs land use planning policies that support affordable housing opportunities	
	Review regulatory environment to determine barriers to affordable housing (owned and rented) development	

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal C 3 <i>Protect and enhance a network of active living activities for all ages and abilities</i></p>		
<p>C.S.13 <i>Create a network of interconnected trails and walkways throughout the watershed</i></p>	Conduct a trails assessment	<p>Municipalities Huronia Trails and Greenways Orillia Trails committee</p>
	Develop Trails Master Plans that provide for interconnected trails with neighbouring municipalities.	
	Remove barriers to trail connectivity (i.e., remove the “missing links” in the trail (e.g. Midland, Coldwater, Rotary Trail, and Sunnyside, Penetanguishine))	
	Protect snowmobile trails from inadvertent residential encroachment (Econ Dev Strategy Item #9)	
	Reconfirm buffer zones around important snowmobiling trails and keep developers and snowmobilers well informed about these buffer zones and their implication (Econ Dev Strategy Item #9 Strategy)	
	Develop a historical trail	
<p>C.S.14 <i>Increase awareness of wilderness opportunities in the watershed</i></p>	See also E.S.32 – Environmental education Programs	<p>Tourism Associations, Provincial and National parks</p>
	Promote wilderness programs and services in the watershed	
	Seek funding opportunities to expand wilderness experiences	
	Canvass schools for volunteers to participate in wilderness programs	
	Provide access to outdoor and other experiences of nature (whether community gardens, websites, fieldtrips or interpretive signs) for low and fixed income people	
	Provide interpretive signs in well-travelled areas to improve eco literacy.	
	Create interpretative ‘wilderness’ in towns and other urban areas through restoration projects.	
	Work with school boards to manage insurance requirements to a manageable and affordable level for student fieldtrips	
	Promote National Parks and history in the watershed area	

Strategic Directions	Actions	Lead Agencies/Partners
C.S.15 <i>Increase collaboration between municipal governments and other organizations to provide active living, leisure and educational services</i>	Develop co-ordination between trails committees/municipalities to develop watershed-wide trail master plan	Municipalities
	Establish watershed-wide communications network between active living, leisure and education providers;	

Strategic Directions	Actions	Lead Agencies/Partners
Goal C 4 Recognize and protect cultural identity and local arts and heritage		
C.S.16 <i>Promote art, culture and heritage in Huronia</i>	Promote the local music scene in watershed communities	Arts and Culture committees, LACACs, Heritage committees, Heritage Ontario
	Promote local heritage	
	Improve opportunities for public visual and performing arts and artwork	
	Implement art tours	
	Promote Discovery Harbour	
	Encourage First Nations' history and indigenous knowledge program development	
	Create a public awareness program for the arts in Huronia	
	Promote existing cultural heritage facilities (e.g., St. Marie Among the Hurons)	
	Promote the watershed's cultural heritage and diversity through festivals, the arts, etc.	
	Promote local arts and support distribution mechanisms such as low-watt community radio, festivals, internet radio, etc	
C.S.17 <i>Conserve natural and built heritage facilities and landscapes</i>	Identify and inventory historically or culturally important buildings, sites and areas	Local heritage committees
	Adopt heritage protection policies and by-laws	
	Establish heritage property designation programs	
	Investigate regulatory, incentive, and outreach techniques to preserve existing built environment and cultural heritage	
	Encourage public participation in natural and built heritage conservation	

Strategic Directions	Actions	Lead Agencies/Partners
C.S.18 <i>Implement heritage conservation guidelines</i>	Monitor implementation of Heritage Conservation Guidelines	Municipalities

Strategic Directions	Actions	Lead Agencies/Partners
Goal C 5 Retain and build diverse social networks		
C.S.19 <i>Continue to recognize and promote volunteerism within the community</i>	Conduct an existing conditions assessment and/or survey to determine the level of community involvement and volunteerism in the watershed	United Way Community Link
	Promote meaningful volunteer opportunities for youth through high schools – actively match student volunteer opportunities for Sustainability Projects	
	Provide administration assistance for local non-profit groups	
	Promote volunteercanada.ca (media – newspaper and radio)	
	Contact Volunteer Canada to enquire about how to improve volunteer participation and funding opportunities	
	Run high school student political debates and mock elections to encourage future voter turn out	
	Create post-planning citizen action teams and support with administration and facilitation tools	
C.S.20 <i>Continue to support volunteer initiatives including monitoring, that are aligned with this Sustainability Plan</i>	(See C.S.19)	
C.S.21 <i>Promote and enhance awareness and usage</i>	Seek sustainable funding sources to maintain and expand community networking services organizations	Volunteer Orillia
	Increase awareness of community groups and networking services	

Strategic Directions	Actions	Lead Agencies/Partners
<i>of community networking services and similar initiatives</i>	Determine how community link initiatives integrate / support each other	

Pillar 3 – Economic Prosperity

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal E 1 Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents: Economy</p>		
<p>E.S.1 <i>Develop strategies or enhance support for business retention and expansions</i></p>	<p>Review Economic Development Studies already completed for gaps and opportunities</p> <p>Conduct a supplemental / complimentary business retention and expansion study. OMAFRA (Ontario Ministry of Agriculture Food and Rural Affairs) has the methodology, CFDCs have the training to determine concerns and needs of small and medium sized business. Develop action plans to address items identified.</p> <p>Develop a speaker series / workshops to raise awareness of sustainability opportunities</p> <p>Conduct a business diversification market study</p> <p>Provide resources needed to either complement existing larger businesses or develop new niche businesses</p> <p>Conduct a study to determine historical impacts of big box retailers on local economies (including tax base, wages, dollars exiting local economy, etc.) to determine solutions to identified problems / concerns</p> <p>Evaluate the merits of opening commercial food services in the area (reference: North Simcoe Regional Econ Dev Strategy, Item #4, published June 2005)</p> <ul style="list-style-type: none"> Conduct a feasibility study <p>Provide affordable facilities for small craft businesses</p> <p>Develop and implement a marketing plan leveraging the watershed’s considerable strengths. Increase media coverage to promote local businesses</p>	<p>Municipalities, Community Futures / Community Development Organizations (CFDC/CDC), Economic Development Organizations (EDOs), Simcoe/Muskoka Training Board, Chambers of Commerce, County of Simcoe, District of Muskoka</p>
<p>E.S.2 <i>Investigate opportunities for the Watershed to implement a Clean Technology plan and strategy</i></p>	<p>Combine this initiative with green business, business retention, business attraction studies</p>	<p>Economic Development Organizations (EDOs), Community Futures / Community Development Organizations (CFDC/CDC)</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>E.S.3 Provide support, tools and incentives for existing business to become 'greener' through energy, resource and process efficiencies</p>	Identify incentive programs and incorporate into municipal economic development strategies	<p>Economic Development Organizations (EDOs), Community Futures / Community Development Organizations (CFDC/CDC), Municipalities</p>
	Identify and do a spotlight or promo package on existing green businesses to strengthen local markets and attract Green Industries	
	Identify or work with local credit unions, insurance companies and other financial institutions to develop preferential financial rates for businesses that reduce their environmental impact	
	Provide a portal/access to local, green-oriented businesses and services (e.g. BALLE – Business Alliance for Local Living Economies is one example of a group that does this)	
	Identify financial support for small and medium sized businesses	
<p>E.S.4 Promote ecologically appropriate entrepreneurship within watershed communities</p>	Encourage small business, home operated owned businesses	<p>Community Futures / Community Development Organizations (CFDC/CDCs), Training Board, School Boards, Chambers of Commerce</p>
	Implement tax incentives	
	Reduce paperwork and red tape for business	
	Define entrepreneurship and educate the public that entrepreneurial thinking is not just for small and medium sized business	
	Support the development of entrepreneurial thinking to improve innovation. For example, create a think tank of local business visionaries	
	Develop programs to support youth entrepreneurs	
	Provide networking/marketing events and support(e.g. farmers markets/marketing)	
	Increase small business training options	
	Provide small business mentoring	
	Identify and promote opportunities for social enterprise and social ventures	
	Support Community Future Development Corporations and other Community Economic Development organizations	
Develop a speaker service for businesses		
<p>E.S.5 Develop a formal business attraction policy for the area</p>	Consider E.S.1-4 actions when developing this policy	<p>Community Futures / Community Development Organizations (CFDC/CDC) , Chambers of Commerce, Economic Development Organizations (EDO's), Municipalities</p>
	Assess barriers to establishing businesses within the watershed (e.g. by-laws for specialty and home-based businesses)	
	Develop plans to remove barriers to establishing and attracting new businesses to the area	
	Change municipal policies, where needed, to enable more small and home-based businesses	

Strategic Directions	Actions	Lead Agencies/Partners
	Pro-actively attract industrial and other high-tech investment to the area (reference North Simcoe Regional Econ Dev Strategy ,Item #19, published June 2005)	
	Pro-actively recruit and attract government institutions to the area (reference North Simcoe Regional Econ Dev Strategy ,Item #16, published June 2005)	
	Develop a strategy to attract and promote holistic businesses	
<p>E.S.6 <i>Ensure adequate supply of serviced land available to meet our needs</i></p>	<p>Establish municipal industrial parks to meet a 25-year regional need (reference North Simcoe Regional Econ Dev Strategy Item #1, published June 2005)</p> <ul style="list-style-type: none"> • Research and identify the least-cost, earliest-in-service options for the acquisition and development of serviced and/or un-serviced land suitable for Class I, Class II and Class III uses • Municipalities to keep developers informed of these classifications and their implications <p>Protect industrial areas from inadvertent residential encroachment (reference: North Simcoe Regional Econ Dev Strategy, Item #2, published June 2005)</p> <p>See also E.S.1</p>	<p>County of Simcoe, District of Muskoka, area Municipalities</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal E 1 <i>Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents:</i> <i>Employment</i></p>		
<p>E.S.7 <i>Improve/increase availability and awareness of employment opportunities</i></p>	<p>Educate work force to ensure employment standards are known (e.g. - part-time employment/low wages/no benefits - needs to be communicated)</p> <p>Educate employers about employment expectations and vice versa</p> <p>Attract businesses that offer employment opportunities for long-term, skilled careers or a career path</p> <p>Promote work force access to technical and higher education, increase learning opportunities and apprenticeships</p> <p>Provide/Communicate to College/High schools information re: employment opportunities in the area</p>	<p>Service Canada, Ministry of Training Colleges & Universities, Employment Resource Centres, Georgian College Apprenticeship</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>E.S.7 <i>Improve/increase availability and awareness of employment opportunities (continued)</i></p>	<p>Create and encourage apprenticeship and internship programs in high schools/colleges/universities and the wider community</p> <ul style="list-style-type: none"> • Create supports to match and retain apprentices with employers 	<p>Service Canada Ministry of Training Colleges & Universities Employment Resource Centres Colleges Apprenticeship</p>
	<p>Create linkages to community college - work with Georgian College apprenticeship</p>	
	<p>Promote Employment Resource Centres (ERC's)</p>	
	<p>Promote and encourage employers to use ERC's and job banks</p>	
	<p>Investigate 'Passport to Prosperity Program' supported by the Simcoe/Muskoka Training board to support links between education and employers</p>	
<p>E.S.8 <i>Improve wages/affordability of living to keep people in the community</i></p>	<p>Encourage and retain skilled businesses to locate in the watershed</p>	<p>EDO's, Community Futures, Municipalities</p>
<p>E.S.9 <i>Improve the number of opportunities for green businesses</i></p>	<p>See also E.S. 2-4</p>	
<p>E.S.10 <i>Improve educational apprenticeship programs in the watershed</i></p>	<p>Investigate ways to increase opportunities for higher education, continuing education, and skilled and technical opportunities</p>	<p>School Boards, Private Schools, Post Secondary Schools, Ministry of Education, Adult Learning Centres</p>
	<p>Ensure that transportation and accessibility are considered in planning for schools, learning centres and other educational opportunities</p>	
	<p>Provide incentives for continuing education</p>	
	<p>Encourage and support industry/education partnerships such as Community Career Connections for Youth (3C4U) – in North Simcoe</p>	

Strategic Directions	Actions	Lead Agencies/Partners
Goal E 2		
Improve the watershed's communications infrastructure		
E.S.11 <i>Access funds to increase availability of high speed/wireless Internet</i>	Provide affordable high-speed internet/broadband/connectivity	District of Muskoka, County of Simcoe, Municipalities, Power Supply Companies, Province
	Increase capacity of and access to internet, wireless, TV	
	Expand the number and use of computers in libraries	
	Provide infrastructure enhancements to Internet	
	Make the business case for a stronger area power supply system (reference: North Simcoe Regional Econ Dev Strategy Item, #15 Strategy, published June 2005)	
E.S.12 <i>Promote awareness of Internet capacity to support business development and expansion</i>	Include in business attraction and retention marketing strategy E.S.1)	

Strategic Directions	Actions	Lead Agencies/Partners
Goal E 3		
Strengthen tourism and recreation development in a low-impact manner		
E.S.13 <i>Expand, enhance and promote eco - tourism</i>	Determine the future feasibility of tourism including eco-tourism given climate change, class gaps, fuel costs, etc.	County of Simcoe, Tourism Associations, Tourism Ontario, Chambers of Commerce
	Inventory local eco-tourism opportunities	
	Promote local eco-tourism opportunities	
	Increase marketing for tourism in the area	

Strategic Directions	Actions	Lead Agencies/Partners
<p>E.S.13 <i>Expand, enhance and promote eco – tourism (continued)</i></p>	<p>Refresh/develop summer tourism products and partnerships (reference: North Simcoe Econ Dev Strategy Item #17, published June 2005).</p> <ul style="list-style-type: none"> Enhance/refresh existing products, develop complementary products, revitalize existing partnerships and/or develop new specialized partnerships Intensify summer tourism marketing (reference: North Simcoe Regional Econ Dev Strategy Item #20, published June 2005) 	<p>Please see above</p>
	<p>Refresh/develop winter-shoulder season tourism products and partnerships (reference North Simcoe Regional Econ Dev Strategy Item #18, published June 2005).</p> <ul style="list-style-type: none"> Enhance/refresh existing indoor and outdoor products, develop complementary indoor and outdoor products, revitalize existing partnerships and/or develop new specialized partnerships Intensify winter-shoulder season tourism marketing (reference: North Simcoe Regional Econ Dev Strategy Item #21, published June 2005) 	
	<p>Ensure Georgian Bay is easily accessible to residents and visiting anglers from boat ramps</p>	
	<p>Enhance tourism-related signage to the area</p>	
	<p>Develop a business case, and make the case to the Province for four lanes on HWY 12 between Hwy 400 and Midland (Econ Dev Strategy Item #14).</p>	
<p>E.S.14 <i>Expand, enhance and promote cultural tourism</i></p>	<p>Establish cultural tourism working group to develop cultural tourism strategy</p>	<p>Tourism and cultural organizations</p>
	<p>Identify and promote faith/spirituality-based tourism (e.g. Ste. Marie Among the Hurons, spa/sweat lodge experiences).</p>	
	<p>Link with other tourism initiatives.</p>	
<p>E.S.15 <i>Expand, enhance and promote culinary tourism</i></p>	<p>Develop and promote culinary tourism opportunities to local markets– using foods such as maple syrup, local wine, organic food, local food</p>	<p>District of Muskoka, County of Simcoe, Farm Fresh, Agricultural organizations</p>
	<p>Promote restaurants that use local and in-season food</p>	
	<p>Define regional/local cuisine</p>	

Strategic Directions	Actions	Lead Agencies/Partners
<p>E.S.16 Work with industry professionals to re-evaluate the direction of tourism given the stressors indicated</p>	<p>See E.S. 14 and 15</p>	
<p>E.S.17 Work with tourism operators to identify opportunities to improve operational efficiency while minimizing environmental impact</p>	<p>Include in E.S. 14 and E.S. 15 strategies.</p>	

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal E 4 Revitalize downtowns and main streets for residents and visitors</p>		
<p>E.S.18 Maintain vibrant downtowns as the commercial, cultural and social focal points of the communities in the watershed</p>	<p>Create gateways to signify a sense of arrival and place in the downtowns</p> <p>Promote activities such as music, the arts and dining to create an active downtown both day and night</p> <p>Reclaim downtown waterfronts where possible</p> <p>Provide more seating opportunities in downtowns (see also C.S.8 and C.S.9)</p> <p>Provide opportunities for youth activities/programs in the downtown</p> <p>Use design guidelines or planning approvals process to ensure that downtowns are designed to be pedestrian friendly and aesthetically pleasing</p> <p>Consider incentives for bringing new developing/redevelopment downtown</p>	<p>Municipalities, Business Improvement Area, Chambers of Commerce</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>E.S.18 <i>Maintain vibrant downtowns as the commercial, cultural and social focal points of the communities in the watershed (continued)</i></p>	Work with downtown business owners in promoting cooperative ways of marketing and doing business	<p>Municipalities, Business Improvement Area, Chambers of Commerce</p>
	Promote mixed use development, where appropriate, to ensure a pedestrian-friendly downtown environment	
	Encourage free parking on main streets	
	Adopt by-laws to allow for outdoor dining	
	Encourage municipalities to reclaim tax negligent properties to redevelop	
	Investigate incentives for businesses to occupy downtown locations	
	Investigate opportunities to occupy vacant spaces in downtown areas	
	Work with post-secondary institutions to encourage connection to greater community (e.g. use of university library, recreational facilities, green roofs, volunteer matching)	
<p>E.S.19 <i>Support retention and development of local farmers' markets (e.g. Orillia)</i></p>	<p>Identify space and opportunities downtown for community squares that can support farmers markets, civic ceremonies, etc.</p>	<p>Municipalities, BIAs</p>
<p>E.S.20 <i>Promote initiatives that support local purchasing</i></p>	Establish local purchasing policies in municipal by-laws and policies.	<p>Municipalities, public institutions</p>
	Establish local purchasing policies in watershed-wide institutions	
<p>E.S.21 <i>Support beautification efforts</i></p>	See C.S.8 and C.S.9	
<p>E.S.22 <i>Promote pedestrian space and friendliness</i></p>	See C.S.8 and C.S.9	
<p>E.S.23 <i>Promote downtown festivals and activities</i></p>	Create more events in the summer to retain the vibrant downtowns	<p>Municipalities, Business Improvement Area, Chambers of Commerce</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>Goal E 5 Enhance the economic viability of sustainable agriculture</p>		
<p>E.S.24 <i>Develop and implement an action plan to improve the economic viability of agriculture in the region</i></p>	<p>Encourage peaceful coexistence of agriculture and residential land uses</p> <p>Using land use planning tools, protect areas with the productive capacity for agriculture from urban development</p> <p>Promote sustainable agriculture practices</p> <p>Seek funding opportunities for innovation and training. Seek funding opportunities to enhance agricultural diversity</p> <p>Support establishment of food processing businesses (see also E.S.1)</p> <p>Assist with diversification with agriculture sector</p>	<p>Municipalities, Agriculture Groups, Ontario Ministry of Agriculture Food and Rural Affairs, Community Futures / Community Development Organizations (CFDC/CDC), Schools</p>
<p>E.S.25 <i>Strengthen local connections between the production and consumption of goods and services</i></p>	<p>Promote co-ops between farms</p> <p>Support and market Simcoe County Farm Fresh initiatives</p> <p>Encourage and promote farmers’ markets, direct farm purchasing and farm gate sales within 100 miles of watershed</p> <p>Enhance place-based branding opportunities to promote local agriculture</p> <p>Encourage media coverage with pictures/info to promote local agriculture</p> <p>Introduce edible schoolyards concept to schools and seek funding to establish programs (or other community groups or individuals to tend to gardens)</p>	<p>Municipalities, Agriculture Groups, Ontario Ministry of Agriculture Food and Rural Affairs, Community Futures / Community Development Organizations (CFDC/CDC), Schools, Retailers, Municipalities, Large organizations with purchasing power (jail, mental health centre, etc.)</p>
<p>E.S.26 <i>Develop a farm land trust to purchase land from retiring farmers at market prices</i></p>	<p>Explore concept, conduct research, and develop recommendations</p>	<p>Community Futures / Community Development Organizations (CFDC/CDC) Agricultural organizations.</p>

Strategic Directions	Actions	Lead Agencies/Partners
<p>E.S.27 Support the development of educational programs for sustainable agriculture</p>	<p>Work with Agricultural organizations, and educational institutions to develop these programs</p>	<p>Agriculture Groups Boards of Education Georgian College</p>
<p>E.S.28 Create financing strategies and programs to support transition to sustainable agricultural practices like organic certification</p>	<p>Work with Agricultural organizations, and municipalities to develop these strategies</p>	<p>Agriculture Groups Municipalities Province</p>
<p>E.S.29 Promote purchasing of local foods by all municipal governments, hospitals, educational institutions, grocery outlets, restaurants and residents</p>	<p>Encourage institutional purchasing policies that source local food producers as a priority</p>	<p>Municipalities, Agriculture Groups, Ontario Ministry of Agriculture Food and Rural Affairs, Community Futures / Community Development Organizations (CFDC/CDC), Economic Development Organizations (EDO's), Schools, Retailers, Municipalities, Large organizations with purchasing power (jail, mental health centre, etc.)</p>
	<p>Establish and promote “buy locally” programs</p>	
	<p>Create a local produce ‘terminal’ for restaurants, institutions, etc. to purchase local food</p>	
	<p>Encourage restaurants to promote farms/local produce</p>	
	<p>Encourage local supermarkets to carry local products</p>	

4 Appendix D: Goals, Strategic Directions, Indicators and Targets

Pillar 1 – Environmental Protection and Integrity

Strategic Direction	Target	Indicator
Goal EN 1 Protect, restore and enhance natural heritage		
EN.S.1 <i>Protect, restore and enhance open spaces, forested areas, and natural corridors</i>	<ul style="list-style-type: none"> • 30% forest cover in watershed • largest patch in watershed >100 ha • ___% forest >100m from the edge • ___% forest > 200m from the edge • 50 m - 100 m wide (minimum) species movement corridors 	<ul style="list-style-type: none"> • Number of forests achieving more than 100 ha patch size • % increase in area of forest cover • Number of tree planting bylaws • Number of species movement corridors that meet minimum 50-100m design width
EN.S.2 <i>Preserve, protect, and restore wetlands, riparian and shoreline areas.</i>	<ul style="list-style-type: none"> • ___% first to third order streams with Natural Veg. > 75% • ___% first to third order streams with > 30m Natural Veg. > 75% • ___% first to third order streams with Natural Veg. including Wetlands > 75% • ___% first to third order streams with > 30m Natural Veg. including Wetlands > 75% • suspended-sediment concentrations = below 25 mg/l OR be consistent with Canadian Council of Ministers of the Environment (1999) guidelines < 10% impervious surface area in urbanizing sub-watersheds 	<ul style="list-style-type: none"> • Increase or change in linear extent of riparian and lakeshore habitats
EN.S.3 <i>Identify, protect and enhance special natural heritage features and functions</i>	<ul style="list-style-type: none"> • At least 12% of watershed protected 	<ul style="list-style-type: none"> • % Land area protected

Strategic Direction	Target	Indicator
<p>EN.S.4 Reduce the number of contaminated sites in the watershed</p>	<ul style="list-style-type: none"> • To rehabilitate tributaries and riparian areas for fish and wildlife habitats • To maintain existing colonial waterbird nesting sites within and near Severn Sound • Increase Osprey nesting sites within Severn Sound to ___ sites • Target for fishery-Rehabilitate / protect ___% of coldwater fish habitat. <p>As part of the Matchedash Bay project, to:</p> <ul style="list-style-type: none"> • secure and manage 1715 ha of wildlife habitat • restore and develop 427 ha of habitat for waterfowl and other wetland dependant wildlife • maintain and enhance 442 ha of habitat for staging waterfowl <ul style="list-style-type: none"> • Rehabilitate and / or protect 100% of tributaries and riparian areas for fish and wildlife habitats. • To maintain existing colonial water bird nesting sites within and near Severn Sound. • To maintain and increase Osprey nesting sites within Severn Sound. <p><i>Target consistent with Lake Simcoe Watershed Report Card and DFO Fish Habitat Management Policy</i></p> <ul style="list-style-type: none"> • Rehabilitate / protect 100% of coldwater fish habitat. • No net loss of cold water fish habitat. <i>This is a target that really must be set by the community.</i> 	<ul style="list-style-type: none"> • Areal and linear extent of contiguous habitat types • Number of contaminated sites rehabilitated

Strategic Direction	Target	Indicator
Goal EN 2 Protect and enhance biodiversity		
EN.S.5 <i>Protect native species and habitat from invasive plants, animals and pests</i>		<ul style="list-style-type: none"> Number of invasive non-native species identified annually. Number of programs in place to control / prevent invasive species. Number of volunteers engaged in removal of invasive species.
EN.S.6 <i>Protect rare (threatened) and endangered terrestrial and aquatic plant and animal species from development</i>	<ul style="list-style-type: none"> Change the listing of all rare and endangered species to <i>unthreatened</i> by 2031 	<ul style="list-style-type: none"> Numbers of rare and endangered species as inventoried annually.

Strategic Direction	Target	Indicator
Goal EN 3 Reduce consumption of natural resources: Solid and hazardous waste		
EN.S.7 <i>Eliminate household hazardous and special wastes from landfill</i>	<ul style="list-style-type: none"> Zero household hazardous waste sent to landfill by 2031 	<ul style="list-style-type: none"> Tonnes (kgs) of hazardous waste collected annually/per capita for proper disposal.
EN.S.8 <i>Decrease total annual tonnage of solid waste disposed in landfill over the 2006 baseline</i>	<ul style="list-style-type: none"> ___% reduction in amount of solid waste disposed of in landfill by 2031 (To be set through County/District Long-Range Waste Management Plan and provincial targets – under review) 	<ul style="list-style-type: none"> Tonnes of solid waste sent to landfill annually/per capita

Strategic Direction	Target	Indicator
<p>EN.S.9 <i>Limit the disposal of food and garden waste in landfills</i></p>	<ul style="list-style-type: none"> 10% of total organics disposed in landfills 	<ul style="list-style-type: none"> ___% of organics diverted from landfill
<p>EN.S.10 <i>Support extended producer responsibility for waste generation</i></p>	<ul style="list-style-type: none"> Target to be set by province 	<ul style="list-style-type: none"> ___% of packaging diverted from landfill
<p>EN.S.11 <i>Support the goal of a zero waste society</i></p>	<ul style="list-style-type: none"> Zero waste goal and progress indicators in County/District Long-Term waste management plan 	<ul style="list-style-type: none"> Goals in Long-Term waste management plan
<p>EN.S.12 <i>Pursue additional alternatives to minimizing the volume of waste disposed</i></p>	<ul style="list-style-type: none"> Organic waste collection programs in all watershed communities by 2031. 	<ul style="list-style-type: none"> Number of municipalities covered by organic waste collection programs (out of 9).

Strategic Direction	Target	Indicator
<p>Goal EN 3 Reduce consumption of natural resources: Energy Consumption</p>		
<p>EN.S.13 <i>Develop alternative energy plans that consider using solar, wind, and geothermal sources</i></p>	<ul style="list-style-type: none"> ___% reduction in energy consumption by 2031 in the public and private sector ___% increase in Earth Hour participants 	<ul style="list-style-type: none"> Total and per capita energy consumption for residential and commercial buildings Number of participants in Earth Hour activities

Strategic Direction	Target	Indicator
<p>EN.S.14 <i>Implement conservation initiatives</i></p>	<ul style="list-style-type: none"> • ___% increase in households implementing energy conservation initiatives; • ___% increase in institutions implementing energy conservation initiatives • ___% increase in businesses implementing energy conservation initiatives 	<ul style="list-style-type: none"> • Number of households implementing energy conservation initiatives • Number of institutions implementing energy conservation initiatives • Number of watershed municipalities implementing energy conservation initiatives • Number of business implementing energy conservation initiatives
<p>EN.S.15 <i>Inventory data on energy consumption and monitor progress towards goals</i></p>	<ul style="list-style-type: none"> • All municipalities participating in Partners for Climate Change Protection program 	<ul style="list-style-type: none"> • Number of municipalities participating in Partners for Climate Change Protection program.

Strategic Direction	Target	Indicator
<p>Goal EN 3 Reduce consumption of natural resources: Water Quality</p>		
<p>EN.S.16 <i>Protect surface and ground water from contaminants through the watershed's Source Water Protection Plan</i></p>	<ul style="list-style-type: none"> • Water quality meets Provincial WQ Standards for the most sensitive uses • At least one source protection project in place in each sub-watershed by 2015 • Zero beach closures by 2031 	<ul style="list-style-type: none"> • Number of surface and groundwater sources that fail to meet Provincial Water Quality standards • Number of beach closures annually.
<p>EN.S.17 <i>Minimize contaminants to surface and ground water from storm water collection and discharge systems</i></p>	<ul style="list-style-type: none"> • Discharges meet Provincial WQ Standards for the most sensitive uses • Yellow Fish Road Programs in each watershed municipality 	<ul style="list-style-type: none"> • Number of municipalities with Yellow Fish Road Programs • Number of municipalities that meet provincial water quality standards annually

Strategic Direction	Target	Indicator
<p>EN.S.18 <i>Ensure sufficient sustainable sewage treatment plant capacity and treatment to accommodate the growing population</i></p>	<p>Meet RAP targets for:</p> <ul style="list-style-type: none"> • TP concentration <15 ug/L in open waters and <20 ug/L in Penetang Bay • Chlorophyll a concentration <5ug/L in open waters and <7ug/L in Penetang Bay • Water clarity to be SDV >3m (or on bottom) in open waters and >2m in Penetang Bay • Rooted aquatic plant distribution in Penetang Bay should increase by 30%. Other areas of Severn Sound should maintain the same coverage. • Minimum bottom water dissolved oxygen concentration >5mg/L <ul style="list-style-type: none"> • Sewage plants in the Severn Sound AOC to meet effluent total phosphorus concentrations and loading objectives outlined in the Severn Sound RAP Stage 2 Report (Table 4.1). • Sewage bypassing and combined sewer overflows to be virtually eliminated. • Urban storm water discharges to be decreased by 20%. • Watershed inputs to Severn Sound should have total phosphorus concentrations of less than 0.030 ug.L and loadings decreased by 20%. • Private sewage systems to be upgraded where faulty of substandard 	<ul style="list-style-type: none"> • Quantity and quality of sewage sludge applied to land. • Treatment capacity (Millions of litres / day) of regional WWTPs. • Change in % population served by wastewater treatment.

Strategic Direction	Target	Indicator
Goal EN 3		
Reduce consumption of natural resources: Air quality and climate change		
<p>EN.S.19 <i>Develop a coordinated plan to reduce our impact on climate change and develop adaptation strategies</i></p>	<ul style="list-style-type: none"> All municipalities participating in climate change action plan and adaptation strategy 	<ul style="list-style-type: none"> Number of municipalities participating in climate change action plan and adaptation strategy; Number of actions implemented
<p>EN.S.20 <i>Improve air quality within the watershed to ensure compliance with provincial air quality standards</i></p>	<ul style="list-style-type: none"> Compliance with provincial air quality standards. Excedences of standards Targets can be established using FCM or Environment Canada sites Health unit-air quality in buildings program Compliance with provincial air quality standards 	<ul style="list-style-type: none"> Number of smog alerts Number of peaks in CO, NO₂ PM 2.5, PM 10, O₃ ; SO₂

Strategic Direction	Target	Indicator
Goal EN 4		
Design efficient public facilities in harmony with natural systems: Transportation systems		
<p>EN.S.21 <i>Reduce the impact that transportation has on the watershed's contribution to greenhouse gas emissions (GHGs)</i></p>	<ul style="list-style-type: none"> Reduction in personal overall vehicle use in the region; Reduction in GHG emissions generated locally. Changes in personal lifestyle and behaviour towards transportation choices that enhance personal health and fitness, save money, and have the lowest environmental cost (Statistics Canada community profiles) 	<ul style="list-style-type: none"> Number of transit riders # of municipalities with GHG emission reduction plans (Climate Change Action Plans, membership in Partners for Climate Change Protection)
<p>EN.S.22 <i>Implement the Simcoe County Transportation Master Plan</i></p>	<ul style="list-style-type: none"> All recommendations of the Plan implemented 	<ul style="list-style-type: none"> Number of recommendations implemented

Strategic Direction	Target	Indicator
<p>EN.S.23 <i>Develop municipal plans that focus on mass transit, including car pooling, implementing connecting trails, and encourage micro-private sector initiatives such as community buses</i></p>	<ul style="list-style-type: none"> All Watershed municipalities have developed plans 	<ul style="list-style-type: none"> Number of formal car pooling programs Trail connections implemented throughout watershed (per trail plan) Number of micro community initiatives

Strategic Direction	Target	Indicator
<p>Goal EN 4 <i>Design efficient public facilities in harmony with natural systems: Water quantity and supply</i></p>		
<p>EN.S.24 <i>Ensure a reliable potable municipal water supply for all residents and visitors within the watershed</i></p>	<ul style="list-style-type: none"> All drinking water in the Watershed meets or exceeds Provincial standards. 	<ul style="list-style-type: none"> # of boil water advisories
<p>EN.S.25 <i>Reduce water consumption through water conservation measures</i></p>	<p>(to be established)</p>	<p>Water usage (m³ /day) per capita per annum.</p>
<p>EN.S.26 <i>Develop a water and wastewater plans based on growth targets</i></p>	<p>(to be established)</p>	<p>(to be established)</p>

Strategic Direction	Target	Indicator
<p>Goal EN 4 Design efficient public facilities in harmony with natural systems: Urban and rural development</p>		
<p>EN.S.27 <i>Decrease urban sprawl and encourage more compact development patterns</i></p>	<ul style="list-style-type: none"> • 60% of building permits in built area • 50 jobs / hectare (to protect employment lands) • See Simcoe County Growth Plan targets 	<ul style="list-style-type: none"> • Area of impervious surface associated with urbanizing areas • Number of jobs/hectare/5 years • Percent of building permits with built boundary / 1 year • Municipal performance measurement, municipal targets as determined by the Ministry of Municipal Affairs and Housing, and local targets
<p>EN.S.28 <i>Continue to protect natural areas, parkland, agricultural lands and woodlands (both urban and rural) from encroaching development</i></p>	<p>100% protection of natural areas and parkland</p>	<p>% protected of natural areas and parkland from encroaching development.</p>
<p>EN.S.29 <i>Promote and encourage “green building” design, development and construction through the achievement of Leadership in Energy and Environmental Design (LEED) standards set by the Canada Green Building Council or equivalent programs</i></p>	<p>(Municipalities to set targets)</p>	<ul style="list-style-type: none"> • Number of green building design handbooks distributed annually; promotion • Number of green buildings designed, LEED or R-2000 certified homes built annually • number of builders, planners and developers that adopt environmentally safe and sustainable alternatives during construction and development • transitional uses/buffer zones between land use designations, such as residential and commercial areas • Number of applications sent in for “green” building incentives annually

Strategic Direction	Target	Indicator
<p>Goal EN 5 Promote environmental education programs to encourage respect for natural areas and habitats</p>		
<p>EN.S.30 <i>Promote the establishment of school programs that create awareness of local natural and cultural environments and sustainable living</i></p>	<p>(Boards of education to set targets)</p>	<ul style="list-style-type: none"> # of programs in schools
<p>EN.S.31 <i>Increase cooperation among schools and environmental/socio-cultural groups for public education programs about environmental stewardship</i></p>	<p>(Boards of education to set targets)</p>	<ul style="list-style-type: none"> (Boards of education to set targets)
<p>EN.S.32 <i>Support local non-government organizations to provide environmental education opportunities</i></p>	<p>___% increase in funding for local non-government organizations</p>	<ul style="list-style-type: none"> Total municipal funding to local non-government organizations to provide educational opportunities and implement sustainability plan

Pillar 2 – Community Wellbeing

Strategic Direction	Target	Indicator
<p>Goal C 1 Promote wellness of mind, body and soul: Safety</p>		
<p>C.S.1 <i>Reduce motorized vehicle collisions/ crashes and fatalities</i></p>	<p>(Use OPP and local police force targets)</p>	<ul style="list-style-type: none"> • Number of road accidents per month / year (measured through emergency room visits / fatalities) • Number of boating / ATV accidents per season • Number of snowmobile accidents per season • Number of road calming features installed. • Number of boating accidents • Number of drownings • number of cross walks with traffic lights or crossing guards
<p>C.S.2 <i>Improve the safety of alternative transportation modes, particularly cycling</i></p>	<p>___% increase in dedicated bike lanes ___% increase in Active and Safe Routes to School Programs; ___% increase in bike safety education at schools</p>	<ul style="list-style-type: none"> • Number of workshops held for bike safety • Number of accidents per year • Number of accidents per year involving bicycles/ pedestrians (measured through emergency room visits / fatalities) • Number of dedicated, curbed bike lanes as compared to non-curbed lanes and comparative fatalities. • ASRTS – number of schools participating

Strategic Direction	Target	Indicator
<p>C.S.3 <i>Decrease crime within watershed communities</i></p>	<p>(OPP and local police forces to set targets)</p>	<ul style="list-style-type: none"> • Various crime rates (need to define according to police standards) • Drug, gambling and alcohol abuse rates (it is a leading indicator of crime) • Income inequality (Ratio of families with incomes greater than \$80,000 per year to families with income less than \$20,000 per year (this is a leading indicator because it can be a measure of social stress) • Crime prevention measures • % of those that feel safe – have a feeling of safety in their own community • % of people accessing programs compared to those that need the programs • % of young offenders – restorative justice results • # of police officers vs. population
<p>C.S.4 <i>Promote safe hunting</i></p>	<ul style="list-style-type: none"> • Safe hunting signage installed in every hunting area of the watershed • Zero injuries due to hunting related accidents by 2031 	<ul style="list-style-type: none"> • Number of licenses issued • Number of hunting related injuries (emergency rooms visits and fatalities) • Availability of public information on hunting safety • Number of and attendance at hunting safety courses • Number of hunting areas with safety signage

Strategic Direction	Target	Indicator
<p>Goal C 1 Promote wellness of mind, body and soul: Health and health services</p>		
<p>C.S.5 <i>Improve overall health of residents</i></p>	<p>(Use targets established by Simcoe Muskoka District Health Unit)</p>	<ul style="list-style-type: none"> • Number of hospital visits • Incidents of asthma and cardiac related admittance to hospitals • Rates of various diseases in the community per 10,000 residents • Birth weights / infant mortality rates • Teen pregnancies rates • Suicide rates • Hours of work lost due to health issues • Number of doctors per X population • Distribution of medical practitioners by type • Overall satisfaction with health care • Access to local organic food • Childhood asthma hospitalization rate • Healthy birth weight babies • % of population 12 and over that reports being physically inactive (see Pembina Institute, Ontario Community Sustainability Indicators) • Obesity rates (leading indicator of future health) • Rate of diabetes in children (lagging indicator) • Rates of depression (lagging indicator)
<p>C.S.6 <i>Promote safe and healthy work environments</i></p>	<ul style="list-style-type: none"> • Use Ministry of Labour Targets 	<ul style="list-style-type: none"> • Number of workplace accidents • Hours lost to workplace accidents • Number of student oriented workplace safety programs • Number of workplace safety promotion programs

Strategic Direction	Target	Indicator
<p>C.S.7 <i>Continue preparedness for Emergency and Pandemic Planning</i></p>	<ul style="list-style-type: none"> Pandemic Planning and emergency measures plans in place and current 	<ul style="list-style-type: none"> # of trials held annually

Strategic Direction	Target	Indicator
<p>Goal C 1 Promote wellness of mind, body and soul: Recreation Services</p>		
<p>C.S.8 <i>Provide a variety of structured and unstructured recreational services and facilities that are physically and financially accessible for all ages and abilities</i></p>	<p>(to be established)</p>	<ul style="list-style-type: none"> Area (km²) of accessible public open spaces Number and usage of public facilities Blue Flag Program for clean beaches Number of people using trails and parks Percentage of parks and gardens per capita Kilometers of parkland road frontage Number of parks or % of park space in municipality

Strategic Direction	Target	Indicator
<p>Goal C 1 Promote wellness of mind, body and soul: Healthy Community Design</p>		
<p>C.S.9 <i>Develop policies to promote the design of communities that are liveable, attractive and healthy</i></p>	<p>Each watershed municipality has community design policies and standards</p>	<ul style="list-style-type: none"> • Number of bike racks installed at community facilities • Number and size of community gardens • Zoning allowing multiple family units • Kilometres of new sidewalks installed • Number of new street lights installed / damaged street lights repaired • Increase in accessibility by the public to shorelines • % increase in number of community parks • Number of municipalities with community design policies and standards
<p>C.S.10 <i>Develop a community whose citizenry has a strong sense of personal and spiritual well-being</i></p>	<p>(Targets to be determined)</p>	<ul style="list-style-type: none"> • Positive results from public opinion surveys • Development of scenic highway pull-offs • Number of green space, contemplation gardens, community gardens, etc. • Development of other areas for peace and reflection • Number of benches per municipality • Number of new civic festivals /events inaugurated and once inaugurated, attendance at these festivals / events • Review Pembina Institute’s Genuine Progress Indicators and Genuine Wealth

Strategic Direction	Target	Indicator
Goal C2 Provide safe, healthy, diverse and affordable housing		
C.S.11 <i>Provide alternative housing types and sizes to meet the needs of all demographics, all income levels at all stages of life</i>	<ul style="list-style-type: none"> • Need a baseline or increase of percentage of various housing types • Targets to be developed 	<ul style="list-style-type: none"> • Current population and housing units • Number of senior oriented housing units • Percent affordable housing
C.S.12 <i>Reduce homelessness within watershed communities</i>	Each watershed municipality has policies in place to reduce homelessness	<ul style="list-style-type: none"> • Foodbank usage • Number of homeless or population percentage • Core housing need (% of housing provided to % of housing needed by income group) See Simcoe County Housing Needs Assessment • % of population that has no fixed address, weekly / daily rentals or living in shelters. • % of households paying in excess of 33% of income for housing (owned or rented) • Number of municipalities with homelessness policies in place

Strategic Direction	Target	Indicator
Goal C3 Protect and enhance a network of active living activities for all ages and abilities		
C.S.13 <i>Create a network of interconnected trails and walkways throughout the watershed</i>	Interconnected trail network and walkways established throughout watershed	<ul style="list-style-type: none"> • Kilometres of linked trails

Strategic Direction	Target	Indicator
<p>C.S.14 <i>Increase awareness of wilderness opportunities in the watershed</i></p>	<p>__ number of wilderness awareness programs; Wilderness awareness included in tourism/marketing programs;</p>	<ul style="list-style-type: none"> • Amount of funding for ‘nature’ experiences • Number of visitors to facilities • Number of new and existing eco-tourism businesses
<p>C.S.15 <i>Increase collaboration between municipal governments and other organizations to provide active living, leisure and educational services</i></p>	<p>N/A</p>	<ul style="list-style-type: none"> • Number of joint programs • Number of people using these joint programs

Strategic Direction	Target	Indicator
<p>Goal C 4 <i>Recognize and protect cultural identity and local arts and heritage</i></p>		
<p>C.S.16 <i>Promote art, culture and heritage in Huronia</i></p>	<p>Establishment and implementation of watershed wide arts, culture and heritage strategy.</p>	<ul style="list-style-type: none"> • Books / brochures produced about local history • Survey results regarding knowledge of local history • Number of website hits • Number of books on local heritage at libraries that are borrowed • Number and membership of heritage committees and heritage societies • Number of new civic festivals /events inaugurated and once inaugurated, attendance at these festivals / events • Number of brochures and website hits • Brochures distributed to visitors • Number of local volunteers working to educate visitors

Strategic Direction	Target	Indicator
<p>C.S.16 Promote art, culture and heritage in Huronia (continued)</p>		<ul style="list-style-type: none"> • Number of new civic festivals /events inaugurated • Attendance at these festivals / events • Public and Private support for the Arts and Culture (\$ and people time) • # of visitors to heritage facilities and Doors Open events
<p>C.S.17 Conserve natural and built heritage facilities and landscapes</p>	All watershed municipalities have natural and built heritage protection policies and guidelines in place.	<ul style="list-style-type: none"> • Number of buildings receiving heritage designation • Number of heritage conservation bylaws in place
<p>C.S.18 Implement heritage conservation guidelines</p>		<ul style="list-style-type: none"> •

Strategic Direction	Target	Indicator
<p>Goal C 5 Retain and build diverse social networks</p>		
<p>C.S.19 Continue to recognize and promote volunteerism within the community</p>	All watershed municipalities have volunteer recognition days annually	<ul style="list-style-type: none"> • Number of people volunteering • Satisfaction of volunteers (subjective) based on survey results • Voter turnout • Number of student volunteers • Number of municipalities with volunteer recognition days
<p>C.S.20 Continue to support volunteer initiatives including monitoring, that are aligned with this Sustainability Plan</p>	<p>Establish coordinated volunteer committee to implement sustainability plan</p> <p>Co-ordinate development of volunteer monitoring programs</p>	<ul style="list-style-type: none"> • # of volunteer monitoring programs • # of specific volunteer programs in place to support the sustainability plan

Strategic Direction	Target	Indicator
<p>C.S.21 <i>Promote and enhance awareness and usage of community networking services and similar initiatives</i></p>	<p>(Target to be established with Community Link)</p>	<ul style="list-style-type: none"> • Number of volunteer opportunities promoted through community networking services • Number of Food baskets sold through community networks • Number of riders in the free transportation services offered by community networks • Number of emergency shelter vouchers • Number of rentals available

Pillar 3 – Economic Prosperity

Strategic Direction	Target	Indicator
<p>Goal E 1 Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents: Economy</p>		
<p>E.S.1 <i>Develop strategies or enhance support for business retention and expansions</i></p>	<p>(To be established)</p>	<ul style="list-style-type: none"> • Number of new (green industries) established • Number of new and existing businesses • Number of lost businesses • Number of business expansions • Number of jobs • City’s job: population ratio • Local unemployment rate • FT-PT job count and ratio • Employment counts by sector • Youth employment counts • Employee location surveys/counts • Immigrant employment counts • Inventory of available local job posting • Number and percentage increase in full-time, skilled, living wage jobs. • Business Diversity (see Stats Can Community Profile) • Cost of living based on annual average salary
<p>E.S.2 <i>Investigate opportunities for the Watershed from implementing a Clean Technology plan and strategy</i></p>	<p>(To be established)</p>	<ul style="list-style-type: none"> • Clean technology opportunities identified. • # of new businesses joining the chamber annually

Strategic Direction	Target	Indicator
<p>E.S.3 Provide support, tools and incentives for existing business to become 'greener' through energy, resource and process efficiencies</p>	<p>__% increase in the number of large businesses converting to greener businesses (need complete inventory of large businesses as baseline)</p>	<ul style="list-style-type: none"> • % increase of large businesses in the watershed converting to green business practices
<p>E.S.4 Promote ecologically appropriate entrepreneurship within watershed communities</p>	<p>__% (to be determined) of increase in businesses</p>	<ul style="list-style-type: none"> • Enrolment in programs that support green business or lower business impact through enrolment rates at HS, Georgian College and other Post Secondary Institutions • Number of social ventures and those that have been able to survive beyond 5 years • Number of new (small to medium size) businesses established • Enrolment in Georgian College Programs for small business • Chamber of Commerce membership and attendance at programs • Same for NSCF programs • Number of programs available • Use rate of business support services • Business start-up counts and longevity / growth • Inventory of business support services (public and private) • Local R & D expenditure/year • Number of new businesses • Number of new businesses joining Chambers of Commerce
<p>E.S.5 Develop a formal business attraction policy for the area</p>	<ul style="list-style-type: none"> • Business attraction policy developed 	<ul style="list-style-type: none"> • # of new businesses locating in the watershed annually

Strategic Direction	Target	Indicator
<p>E.S.6 Ensure adequate supply of serviced land available to meet our needs</p>	<ul style="list-style-type: none"> (Identified in Simcoe County Official Plan – under review) Municipal industrial parks in place to meet 25-year regional need) 	

Strategic Direction	Target	Indicator
<p>Goal E 1 Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents: Employment</p>		
<p>E.S.7 Improve/increase availability and awareness of employment opportunities</p>	<ul style="list-style-type: none"> Improved Employment Opportunities (To be established) 	<ul style="list-style-type: none"> Number of local placements from training and other programs.(i.e. Georgian College Placement rates, Alumni Stats) Number of new, long term, well paying jobs created Number of apprenticeship programs Number of skilled work opportunities New, non-traditional businesses established, and thriving after 5 years Employment in these businesses Contribution of these businesses to the local economy
<p>E.S.8 Improve wages/affordability of living to keep people in the community</p>	(To be established)	<ul style="list-style-type: none"> Municipal fiscal health index Comparison of average salary to living costs Income data from Census Average home cost and income expansion – see census
<p>E.S.9 Improve the number of opportunities for green businesses</p>	___% increase in opportunities for green business	<ul style="list-style-type: none"> Number of new green businesses established annually

Strategic Direction	Target	Indicator
E.S.10 <i>Improve educational apprenticeship programs in the watershed</i>	__% of residents have received a high school diploma	<ul style="list-style-type: none"> Educational attainment (especially completion of High School) functional literacy rates Number of new continuing education programs

Strategic Direction	Target	Indicator
Goal E 2 Improve the watershed's communications infrastructure		
E.S.11 <i>Access funds to increase availability of high speed/wireless Internet</i>	(see E.S.12) Expand internet accessibility into rural areas	
E.S.12 <i>Promote awareness of Internet capacity to support business development and expansion</i>	Every watershed community has high-speed internet	<ul style="list-style-type: none"> Availability of high speed internet in watershed municipalities

Strategic Direction	Target	Indicator
Goal E 3 Strengthen tourism and recreation development in a low-impact manner		
E.S.13 <i>Expand, enhance and promote eco- tourism</i>	Development and implementation of eco-tourism strategy (Strategy to set targets)	<ul style="list-style-type: none"> Revenue from farm-based businesses Revenue from eco-tourism Number of ecotourism programs

Strategic Direction	Target	Indicator
E.S.14 <i>Expand, enhance and promote cultural tourism</i>	Development and implementation of cultural tourism strategy (Strategy to set targets)	<ul style="list-style-type: none"> Number of outlets / festivals showcasing local artists Number of cultural festivals
E.S.15 <i>Expand, enhance and promote culinary tourism</i>	Development and implementation of culinary tourism strategy (Strategy to set targets)	<ul style="list-style-type: none"> Number of culinary tourism events.
E.S.16 <i>Work with industry professionals to re-evaluate the direction of tourism given the stressors indicated</i>	Comprehensive tourism plan in place (see E.S.13-15) Targets to be established)	<ul style="list-style-type: none"> (To be established) Vacancy rates in hotels and bed and breakfasts
E.S.17 <i>Work with tourism operators to identify opportunities to improve operational efficiency while minimizing environmental impact</i>	(See E.S.16)	<ul style="list-style-type: none"> (See E.S.16)

Strategic Direction	Target	Indicator
Goal E 4		
Revitalize downtowns and main streets for residents and visitors		
E.S.18 <i>Maintain vibrant downtowns as the commercial, cultural and social focal points of the communities in the watershed</i>	Watershed municipalities have established and implemented downtown revitalization plans	<ul style="list-style-type: none"> Number of new and existing civic festivals /events inaugurated and once inaugurated, attendance at these festivals / events Number of pedestrians by day of week, by season Number of new and existing businesses in the downtowns and % of vacant buildings Number of vacant buildings in downtowns

Strategic Direction	Target	Indicator
<p>E.S.18 <i>Maintain vibrant downtowns as the commercial, cultural and social focal points of the communities in the watershed (continued)</i></p>		<ul style="list-style-type: none"> • Number of tax sale properties • Number of businesses owned (not franchised) by local residents (e.g. Joe’s hardware vs. Home Depot) • Number of visitors to the downtown living outside of downtown • Percentage of buildings in downtown with a ratio of floor area to lot area of greater than 0.8 (promotes walking) • Percentage of entertainment facilities located in the downtown • The granularity of the land use mix (finer grain is better); average parcel size in downtown
<p>E.S.19 <i>Support retention and development of local farmers’ markets (e.g. Orillia)</i></p>	<p>Local farmers markets developed and retained in each municipalities</p>	
<p>E.S.20 <i>Promote initiatives that support local purchasing</i></p>	<p>Each watershed municipality has local purchasing policies</p>	<ul style="list-style-type: none"> • # of municipalities with local purchasing policies
<p>E.S.21 <i>Support beautification efforts</i></p>	<p>(to be established by local municipalities)</p>	
<p>E.S.22 <i>Promote pedestrian space and friendliness</i></p>	<p>(to be established)</p>	
<p>E.S.23 <i>Promote downtown festivals and activities</i></p>	<p>(see E.S.18 and E.S.16)</p>	

Strategic Direction	Target	Indicator
Goal E 5 Enhance the economic viability of sustainable agriculture		
E.S.24 <i>Develop and implement an action plan to improve the economic viability of agriculture in the region</i>	Economic Viability of agriculture plan in place and implemented (will established)	<ul style="list-style-type: none"> • Hectares of agricultural land in production • Number of farms with sustainable agricultural practices • Loss of agricultural lands (hectares) to development
E.S.25 <i>Strengthen local connections between the production and consumption of goods and services</i>	(to be established)	<ul style="list-style-type: none"> • Number of local products / brands sold or used locally • Number of “buy local” purchasing policies in govt • Number of farmers’ markets • Number of community gardens • Number of Public Education Programs
E.S.26 <i>Develop a farm land trust to purchase land from retiring farmers at market prices</i>		<ul style="list-style-type: none"> • Number/acreage of acquisitions
E.S.27 <i>Support the development of educational programs for sustainable agriculture</i>	(to be established)	<ul style="list-style-type: none"> •
E.S.28 <i>Create financing strategies and programs to support transition to sustainable agricultural practices like organic certification</i>	(to be established)	<ul style="list-style-type: none"> •

Strategic Direction	Target	Indicator
<p>E.S.29 <i>Promote purchasing of local foods by all municipal governments, hospitals, educational institutions, grocery outlets, restaurants and residents</i></p>	<p>All municipalities have local purchasing policies in place. (to be refined)</p>	<ul style="list-style-type: none"> • (to be established)